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ABSTRACT

At the request of the Hewlett-Woodmere Public Library, the Nassau Library System conducted a comprehensive survey of the library's operations and facilities. Information was gathered from relevant documents, interviews with the director and staff, and community surveys. Conclusions were drawn about the state of the library and 13 major recommendations for its improvement were made. Among these were: a moratorium on major remodeling changes, streamlining of various technical tasks, installation of closed circuit television, a new emphasis on balanced collection development, and the establishment or reestablishment of several staff positions. Statistical data supporting the recommendations are included in this report. (PF)

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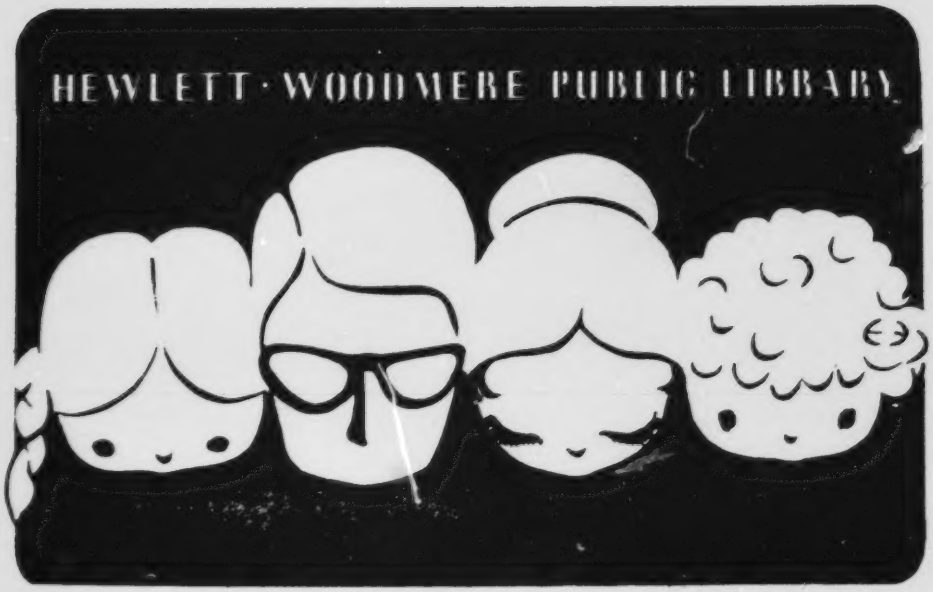
A Study

with Recommendations



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THE HEWLETT-WOODMERE PUBLIC LIBRARY

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A study conducted by the staff of the Nassau Library System --

September 1974

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PREFACE

One of the major concerns of the newly appointed Library Director, Mr. William Menear, was that a thorough review of the library operation be completed at Hewlett-Woodmere before major changes in policy be undertaken. As a result of his belief that the library planners needed to know where they were before plotting where they would like to be, the Hewlett-Woodmere Public Library Board of Trustees authorized Director Menear, on April 9, 1973, to request that the Nassau Library System undertake a survey of the total operation. Upon returning from vacation, Mr. Andrew Geddes, Director of the Nassau Library System, replied to the request (May 2, 1973) by stating that the system would be pleased to be of service and would place Hewlett-Woodmere's survey in the schedule with other studies already on the calendar. As other surveys were completed, a target date of June 30, 1974 for the start of the Hewlett-Woodmere review was agreed upon in January, 1974 by both parties. On May 30, 1974, Mr. Menear outlined his personal interests for the undertaking and those of his Board of Trustees. It was the Board's intention that the study focus on "the impact ... recent changes made in library operations (had) upon the community." The Library Director was also interested in an assessment of "the quality of the materials-collection, specifically in the areas of art and music."

The whole process of compiling a survey can be compared to the art of photography. There the key is to capture on film a moment in time without blurring the images - using either high speed film for action shots or limiting subjects to stationary objects. Similarly, for a consultant study to be most effective, the organization should be in a stable or static condition with established routines continuing throughout. Such has not been the case at Hewlett-Woodmere during the months of the survey primarily because the rather recent change in administration has quite naturally been followed by a period of adjustment. Consequently, the new Director was in the midst of getting acquainted with the whole organization and its many facets at the same time that the study was underway. Changes were happening at a rapid rate in the staff organizational chart during the same period so that many of the people interviewed were in the process of leaving for other jobs, moving to other assignments within the library, or anticipating scheduling changes within a matter of weeks or days. Add to this feeling of staff dislocation the vacation season when many of the workforce are away and the difficulties of relying upon brief visits to observe and discuss operations becomes quite apparent. In addition to the staff reorganization underway, physical changes were being made during the three month period and more were under discussion and appear imminent. Priorities too were being adjusted to reflect the present Director's personal philosophy and these changes brought about procedural adjustments. Suffice it to say that NLS reviewers found it difficult to keep abreast of the many charges and to pinpoint problem areas. Thus, it is quite likely that a correct assessment of many areas may not have taken place. And consequently, it becomes important that the policy making body - the Board of Trustees - make a careful study of all recommendations contained in the report and evaluate the suggestions in light of any more developments that have occurred within the last few weeks before actually setting priority

goals. The ultimate responsibility for the future design of the Hewlett-Woodmere Public Library's service program rests with decisions made by the Board of Trustees working with local staff and not with decisions made by any outside consultant team.

The start of any survey involves assembling the background materials and data. For the Hewlett-Woodmere project the major sources of information were available through:

1. an examination and analysis of relevant documents, statistics, reports, minutes, and other published material,
2. interviews with the Director and staff,
3. organization response to a mailed questionnaire and community response to the building usage survey.

Once the information was gathered, it was analyzed and evaluated. From this process, conclusions were drawn and given careful scrutiny so that the end result received the maximum review. The final step in the process must involve Board consideration of all conclusions.

A study of this magnitude involves hours of staff effort that cannot go unmentioned. A special word of thanks must also go to Mr. William Menear who found time in the midst of innumerable projects to conduct tours of the facility, discuss budget and planning with consultants, provide background information and materials, respond to countless queries, and in general to act as a most gracious host throughout.

This completed study represents the effort of numerous staff members of the Nassau Library System. During the summer months, each consultant and specialist made one and sometimes two visits to the Hewlett-Woodmere facility and then compiled a report of recommendations and findings concerning his or her specialization, based on previous consultation with the library staff and any new observations made during the field visits. Authorship of Chapter VI - Technical Services - belongs to Mr. Pfefferle with Mrs. Glaser responsible for the contents of Chapter VII. Mrs. Javelin coordinated the questionnaire to community organizations. The remainder of the report was compiled from documents, statistics, the field visit reports mentioned, personal observations, and numerous other sources, and written by Miss Ullom. Those primarily involved in the project were:

Gloria Glaser - Public Relations Consultant
Estelle Goldstein - Adult Services Specialist
Edward Hingers - Audiovisual Consultant
Muriel Javelin - Interagency Consultant
Richard Pfefferle - Chief of Technical Services
Cynthia Randall - Reference Coordinator
Julia Russell - Young Adult Services Specialist,
Age Level Coordinator
Linda Ullom - Administrative Assistant to Director
Barbara Wolfson - Children's Services Specialist

Andrew Geddes, Director

September, 1974

THE SERVICE AREA OF THE HEWLETT-WOODMERE PUBLIC LIBRARY

The Hewlett-Woodmere Public Library is a school district library serving the Town of Hempstead Union Free School District #14 (see Appendix A-1). This school district boundary includes two incorporated villages -- Hewlett Neck and Hewlett Bay Park, parts of two other incorporated villages -- Woodsburgh and Hewlett Harbor, parts of both of the unincorporated communities of Hewlett and Woodmere, plus an area referred to locally as Gibson. The total area of the district falls right at 3.8 square miles. U.F.S. District #14 is situated on the South Shore of Nassau County sharing a boundary on the northwest with the City of New York, on the west cutting through the unincorporated community of Woodmere and the incorporated village of Woodsburgh, and sharing a boundary with Lawrence, on the south fronting on Brosewere Bay and Hewlett Bay, on the east cutting through the village of Hewlett Harbor, on the northeast cutting through the unincorporated community of Hewlett, on the north encompassing the Gibson area and bordering on U.F.S. District #24 in Valley Stream. The 1970 census has set the population for U.F.S. District #14 at 23,711 with a 1990 estimate of 24,711 listed in the June 1973 booklet entitled, Estimates of Future Enrollments; Hewlett-Woodmere Public Schools, New York. This twenty year projection shows an anticipated increase of 1000 people although the total report forecasts a drop in overall school enrollment. So that, although there may be a shifting among age groupings in future years, little change in total population is expected.

Three stations of the Far Rockaway Branch of the Long Island Railroad are located within the boundaries of U.F.S. District #14, including: Woodmere, Hewlett and Gibson. From major arteries in the district, Metropolitan Suburban Bus Authority service provides additional mass transportation to New York City via Jamaica and to Nassau County points via Hempstead. The majority of usage for mass transportation is job related in Hewlett-Woodmere with library traffic primarily handled by private auto although the library provides shuttle service by mini-bus from 3 - 6 p.m., Monday through Thursday during the months from September through June. The library fronts on Broadway near the heart of the business activity of the district. This artery runs into other major traffic routes like Peninsula Blvd., West Broadway, Woodmere Blvd., and eventually into Sunrise Highway and Southern State Parkway. (See Map, Appendix A-2).

Census tract boundaries were not designed to be coterminous with school district lines thus, in the case of the Hewlett-Woodmere U.F.S. District #14, parts of eight tracts are located within the district. Consequently, census figures can only present an inexact profile at best. Included in the service area of the Hewlett-Woodmere Public Library are parts of tracts 4107, 4108, 4109, 4113.01, 4113.02, 4114, 4115, and 4117. The last three (4114, 4115, and 4117) should be fairly representative of the area since the majority of their boundaries do lie in U.F.S. District #14. Economic ranges are rather pronounced among the eight tracts with tract 4108 having the lowest median income of $13,688, while tract 4115 is at the opposite end of the scale with a median income of $36,731, contrasted with the overall Nassau County median of $14,632. Even among the three most representative tracts there is wide variance with tract 4117 ranked lowest with a median income of $16,145, tract 4114 recorded as having a median

income of $19,684, and the high recorded as $36,731 for the median income of tract 4115. Of course, all three figures from these central tracts are well above the figure recorded for the county median. A closer look at income figures shows that 81% of the total families in tract 4114 make $10,000 and over, while in tract 4115 81% of the families make $15,000 and over, and in tract 4117, 74% of the families make between $9,000 and $49,999. Incidence of poverty is at a low level with a high - low range among the eight tracts being from 4.2% of all families in tract 4108 below the poverty level to .8% in a similar category in tract 4113.01. Among the three core tracts, the incidence of poverty is highest in tract 4117 with 3.9% of all families having incomes below the poverty figures nationwide. Clerical and related occupations account for the highest percentage of jobs in tracts 4107 and 4108, while managerial occupations comprise the highest percentage of jobs in tracts 4113.01, 4113.02, and 4115, and lastly the professional occupational category accounts for the largest percentage of the workforce in the remaining tracts - 4109, 4114, and 4115. Private household workers comprise a notable percentage of the workforce in tract 4115, as could be expected from the palatial dwellings in the area. The census information on educational backgrounds shows that all eight tracts have a rather high composite figure for median school years completed, ranging from a low of 12.3 in both tract 4107 and 4108 to a high of 14.4 in tract 4115. Thus far, the census data, although knowingly inexact, has provided a view of a community that is rather well educated, generally has a high income level although roughly 3% of the population falls in the poverty ranges, and has an interesting range of major occupational groupings. Such a community offers limitless opportunities for librarians with ingenuity to devise meaningful programs and services to reach all segments of the population.

The district's concern with changes in population growth among the young has already been alluded to with the mention of the decreasing school enrollment projections. In Nassau County the overall median age is 29.7 years while for the three core tracts the median is significantly higher - tract 4114 is 36.25 years, tract 4115 is 38.01 years, and tract 4117 is 35.77 years. For an idea about age variations, the percentages of the population under 5 years of age and over 65 years of age have been calculated for the three key tracts. In tract 4114, 4.91% of the population is under 5 and 12.84% is over 65. A similar pattern occurs in tract 4115 with 3.15% of the population under 5 and 6.96% over 65, and finally, in tract 4117, 5.94% of the population is age 5 or under with 10.27% over the age of 65. If projections are accurate, the over 65 population of the district will steadily rise as the under age 5 group declines - certainly, a significant factor for library planners.

The racial composition of Nassau County in 1970 showed that 94.9% of the population was white, 4.6% Negro and .5% were of other groups. Looking again at the three main tracts, the tract most nearly representative of the county is 4115 with 4.1% Negro, .3% "other", and the majority white. Tract 4114 records 1.7% Negro, .6% "other", and the rest white. The third tract shows .4% Negro, .4% "other", and the vast majority white. Also, among the three tracts, the largest foreign born population resides in tract 4114 although among all eight tracts personages of foreign stock comprise significant percentages of the population. Heaviest immigration appears to have occurred from the U.S.S.R., Poland, and Austria. That information coupled with the knowledge that the entire district's population nearly tripled from 1940 to 1950, adds historical perspective to the existence of the heavily Jewish population of the area.

Contained within the boundaries of U.F.S. District #14 are four elementary schools - Franklin, Hewlett, Ogden, and Woodmere, two junior high schools - Woodmere Junior

High School North and Woodmere Junior High School South, and one high school - G. W. Hewlett High School. In addition there are five private schools in the district, including: Lawrence Country Day School (N - 9), New Frontier Montessori School (N), St Joseph (1 - 8), Woodmere Academy (7 - 12), and Yeshiva Toras Chaim (K -12). Heavy use of the Hewlett-Woodmere Public Library is made by Woodmere Elementary pupils, Woodmere Junior High School South pupils, St. Joseph's pupils, and pupils from Yeshiva Toras Chaim although it can rightly be assumed that all schools rely on the public library collection to a degree anyway. The newest school library facility is located at Woodmere Academy.

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THE LIBRARY - A BRIEF REVIEW

During the period 1945-1956, the postwar boom saw major growth nationwide. Population growth in that period on Long Island was phenomenal and libraries sprang up to serve developing population centers. In the eleven year period, fifteen of the present fifty-three public libraries in the Nassau Library System were established. Among them was the Hewlett-Woodmere Public Library which dates from a 1947 vote of residents of School District #14 to appropriate funds for a free public library. Both Meta Bleier's "A History of the Hewlett-Woodmere (New York) Public Library", a Master's thesis from the Graduate Library School of Long Island University, and Elizabeth W. Thomson's 25 Years of Service: A Personal Reminiscence of the Hewlett-Woodmere Public Library trace the development of the library from infancy to recognition as the art and music center among Nassau public libraries.

Settlement in the area of present School District #14 began back in the 1600's when families purchased land from the Rockaway Indian Tribe. George Hewlett and his four sons established residence in the area in 1636 and today the Hewlett house on East Rockaway Road is recognized as the oldest residence in the Town of Hempstead, having been constructed about 1660. Farming and fishing seemed the chief occupations in the area until after the Civil War when enterprising men like Samuel Wood, Abraham Hewlett, and Richard L. Burton attempted to create a suburban haven of fine homes located in a setting of great natural beauty. The planning became reality after 1870 when the Long Island Railroad connected Jamaica and Far Rockaway. Development of the whole area was keyed to the L.I.R.R. so that today the southwest corner of Nassau County is known locally as the Five Towns -- all stops on the Far Rockaway Branch of the L.I.R.R., beginning with Inwood, Lawrence, Cedarhurst, Woodmere and Hewlett. The inclusive Five Towns designation also takes in the "Hewletts" -- Hewlett Neck, Hewlett Bay Park, Hewlett Harbor -- as well as Woodsburgh. By 1898, Union Free School District #14 was created.

Planning for a public library within the district was not predominant until 1928 when voters rejected a proposition to create a free public library. Within two years though a committee of residents banded together in support of the library cause and eventually set up a joint stock association named the Peninsula Community Library which served the children of the Five Towns from 1930-1950. For two years of its existence (1936-38), a branch of this association library operated in the Hewlett-Gibson section of District #14.

It was not until 1947 though that a school district library was established to serve freely all citizens of the district. Instrumental in the successful 1947 vote for establishment of a public library were Dr. Joseph Rudnick, chairman of an Exchange Club Committee formed to generate support for a public library, and his committeeman, Charles A. Hewlett. Both men were elected to serve on the first library board, with Mr. Hewlett serving as President. On September 19, 1947 a provisional charter was

granted for the Hewlett-Woodmere Public Library. Selected as librarian for the proposed facility was Mrs. Elizabeth W. Thomson who possessed three degrees plus eight years of experience in academic, public, and special libraries to assist in accomplishing the monumental task of creating a library. Temporary quarters for the library were found in the Woodmere Junior High School where the official opening occurred on January 28, 1947.

From the beginning, the library found willing supporters among the citizens of the district, typified by those who assisted with volunteer work. Thus it happened naturally that a Friends of the Library group was organized during a December 10, 1947 meeting in the home of Mrs. Charles A. Hewlett. By June 1, 1948, a constitution for the new group was approved and Mrs. J. Singleton Brower was selected as chairman of the Friends. In that same month, community awareness of the new library's slight book resources was furthered by publication of the joint Community Chest/Council of Social Agencies Committee survey results which showed that even with two libraries in the Five Town area -- Hewlett-Woodmere Public Library and Peninsula Community Library -- the area was "book poor". During 1949, the precedence for close cooperation between music groups and the Hewlett-Woodmere Public Library was established when the Woodmere Music Club requested that the library house their collection of books and scores.

Other events of major importance in the life of the library were also occurring about the same time. For example, the need for permanent quarters for the ever expanding collection was becoming all too evident. Fortunately, by vote of District #14, the library was able to spend $34,000 on the purchase of property at 1125 Broadway and on redecorating the house occupying that property, thus converting it to library use. Consequently, on July 12, 1949, the library was formally opened in its new quarters - the first permanent home for the library. Once settled in the renovated house, a decision not to duplicate effort by providing materials for children (since the Peninsula Community Library was a children's library) was reversed with the official opening on October 29, 1949 of the children's room. No longer was the Hewlett-Woodmere Public Library primarily an adult collection.

Library activity during these years reflected much programming with story hours held, programs for mothers devised, the library used by community groups, and exhibits displayed. During 1950, through gifts from the Woodmere-Hewlett Exchange Club and the Friends group, the phono-disc collection was established. That same year saw the demise of the Peninsula Community Library, with the collection being split between the Hewlett-Woodmere Public Library and the new Peninsula Public Library supported by District #15 in Lawrence. This sizeable increase in collection holdings assisted in speeding up the granting of an absolute charter which occurred on September 14, 1950. In 1952 The John Cotton Dana Award was presented to the Hewlett-Woodmere Public Library for "the maximum and best use of publicity media to increase public use of the library." The awards committee looked with particular favor on the community publication that included lists of new acquisitions. Both the influx of volumes from the disbanded Peninsula Community Library and the well publicized availability of library services created a press for more space within a short period of only 5 years.

Awakened to the needs of the library, the district voters responded on February 18, 1954 by approving a building resolution. Plans called for moving the library to the rear of the lot while construction of the new building progressed. The opening of the

facility occurred on February 22, 1956. A year before, the Board responded to a need for further service to all segments of the community by instituting bookmobile service.

Countywide, library service was taking a new turn in 1959 with the formation of the Nassau Library System. Instrumental in the beginnings of the system was Mrs. Thomson who served as chairman of the committee of the Nassau County Library Association actively supporting creation of a cooperative system. After Hewlett-Woodmere Public Library joined the system, it was designated as one of five central reference collections, specifically assigned responsibility for art, music, and foreign language. A year later (1960), Hewlett-Woodmere joined other libraries in the county to form a cooperative film circuit. Another pilot project was the establishment in 1961 of bus service to and from the library offered primarily to increase availability of services to all citizens.

By 1962, six short years after moving into the new building, the trustees were already reaching the conclusion that space was inadequate for book needs and patron parking needs. Two years later the proposition went to the voters who rejected the plan for adding another story. Upon resubmission though, the voters approved a $350,000 expenditure for adding another wing. This vote also qualified Hewlett-Woodmere for Library Services and Construction Act, Title II building funds. With the combined federal and local monies, the new wing was constructed and during 1966, was opened to the public.

That same year, the Industrial Home for the Blind presented an award to the library for service to the handicapped. These services included a ramp into the library, an elevator to the basement, Talking Book service, large type book resources, and service to shut-ins. Other innovative offerings for all patrons included circulation of a monthly newsletter, Overleaf, (1968); beginning a tape cassette collection with gifts from the Friday Music Club (1969); and participation in the Nassau Music Circuit (1971).

During the short life of the Hewlett-Woodmere Public Library only two librarians have directed the activity:

Mrs. Elizabeth W. Thomson	1947 - June, 1973
Mr. William Menear	July, 1973 -

Except for the summer months, the Hewlett-Woodmere Public Library is open 69 hours a week with the schedule arranged from 9 a.m. - 9 p.m. Monday through Thursday, 9 a.m. - 6 p.m. on Friday, 9 a.m. - 5 p.m. on Saturday, and 1 p.m. - 5 p.m. on Sunday.

Even though U.F.S. District #14 has existed since 1898, it remains to this day a fragmented area containing numerous incorporated and unincorporated villages and further divided by major thoroughfares like Peninsula Blvd. and Broadway and the the path of the L.I.R.R. Add to this fragmentation the scarcity of land in the area and it becomes plain that the trustees of the late forties were farsighted indeed in selecting the present library property at 1125 Broadway. Broadway is still the site of major business activity in the area and affords the library a favorable location. Presently, the building sits between a gift store and the school property containing Woodmere Elementary School and Woodmere Junior High School South and across

the street from the Trinity Episcopal Church property. Although not in the center of District #14 and a few blocks from the heart of the business activity in the area, the location retains advantages for attracting library patrons. From Broadway, only part of the building is visible through the evergreens lining the street and planted near the building. Roughly L-shaped, the structure is of reddish brick with the old and new wings architecturally complimentary. The library entrance faces Broadway and is part of the latest addition. Brick ramps constructed above the parking lot curbing, make access for the handicapped somewhat easier. The lobby consumes a large area and contains a stairway to the left of the main door as well as entrance doors on the left and exit doors directly opposite the main entrance. To a new patron choosing between the three paths must be confusing, particularly since the most logical choice, i.e. straight ahead, is actually the exit door for all outgoing traffic. Also contained in this lobby are glass display cases and a wall devoted to bulletin board announcements and flyers. Once inside the door marked "Entrance," another lobby-type area exists where built-in glass display cases are the main attraction. In the wing to the left of this display area, the young adult collection and the children's room are located. A section of the room is also devoted to an indoor garden area, home for a sizeable tree. There is a conference room off this main room which doubles as a story-telling area and a staff - work area in addition to temporarily housing the Children's Foreign Language Collection from Hempstead, while building construction at the Hempstead Public Library restricts usage of the materials. Directly across from the main entrance display area is the card catalog. A browsing room stocked with mysteries is located behind the catalog. To the right of the display area is the Reference room which also contains space for most adult audiovisual equipment and materials. Positioned between the browsing room and the Reference room is office space accessible from the Reference area. All Reference personnel and the audiovisual librarian share office space in this location. As this is the primary route to the lower level staff area, the reference office has proven to be a major traffic area. The remainder of the space on the main level is part of the addition opened in 1966. The large reading room houses the circulation desk, new fiction, the 300's, 800's, 900's, biography, large type books, current periodicals, and study carrels for individual reading and research. Smaller rooms off of the main reading room house the phono disc collection, office space for clerical personnel in Administration, the Director's office, space for an Assistant Director's office, a circulation/switchboard area, office space for part of Technical services, a receiving area, complete with book lift and time clock, which adjoins a small garage for housing the minibus.

Access to the lower level stack area for the public is by elevator (located outside the Reference Room) or by the stairway adjacent to the elevator. On the other hand, the staff can also use the steps between the Reference Office and the basement, and the lobby steps which also lead to the basement and the stack area via a locked door. The lobby steps also offer a direct path to the public rest rooms and the assembly and exhibit areas without having to go through the library stack areas. In the original building, the lower or basement level contained the art gallery, the assembly room, public rest rooms, kitchen facilities for the public assembly room, maintenance or shop rooms, rooms for housing the heating equipment, a staff room, and storage space. In addition, the present floor plan places supplies, circulating older periodicals, in-house reproduction equipment, and cataloging in a large room adjoining the staff room. The extra room added in 1966 is primarily devoted to stack space and additional study table space. Housed here are the art and music collections, the remainder of the adult collection including adult fiction, and back issues of

non-circulating periodicals. Additional smaller rooms are devoted to storage space, refrigeration equipment, typing rooms and study alcoves.

At the rear of the building, a large garden area exists to add natural beauty to the surroundings. Although the garden was planned as a reading garden, few can take full advantage of this pastime activity due to the noise pollution of landing jets at Kennedy. At the front of the building and to the side facing Woodmere Elementary School are spaces for 23 automobiles. When school is out (afternoons, holidays, etc.) during the school term an additional 26 spaces are also available in the lot ordinarily reserved for school personnel.

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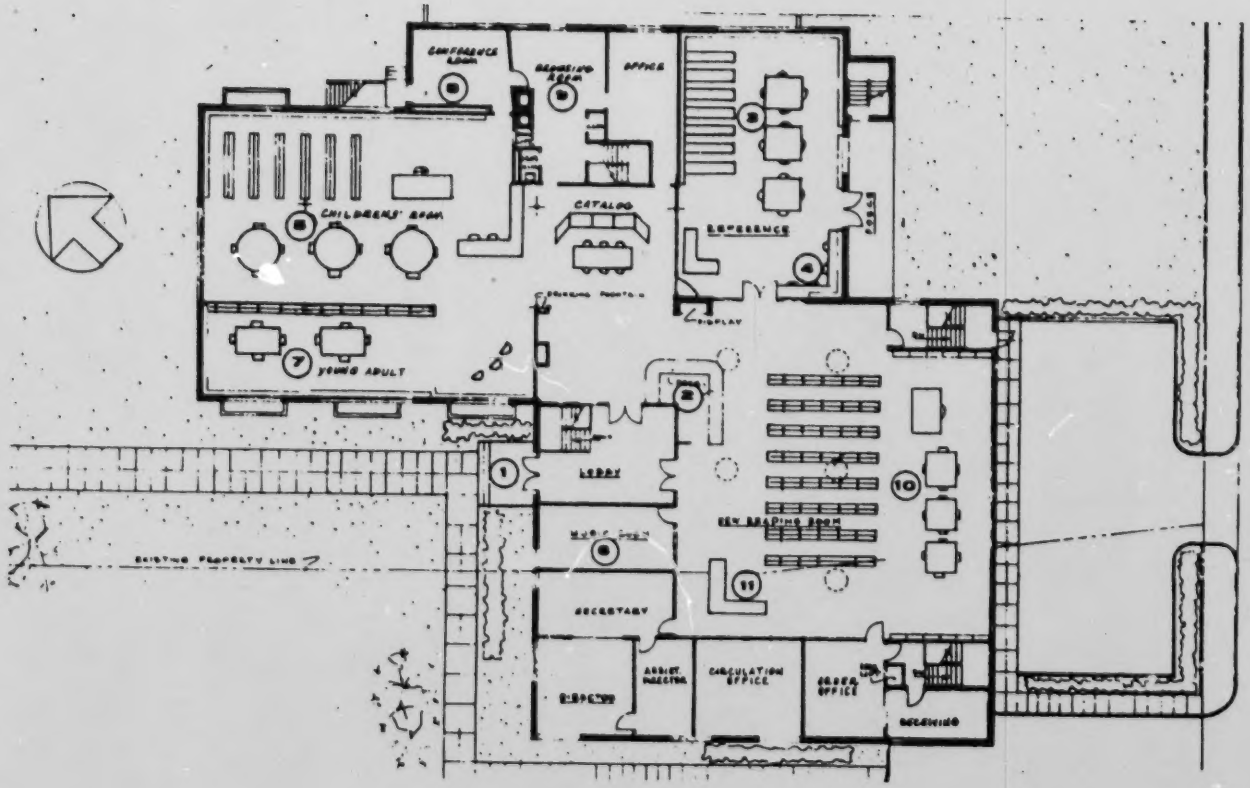

1. Main Entry
2. Circulation Desk
3. Reference Room
4. Audiovisual Area
5. Children's Area
6. Record Listening Room
7. Young Adult Area
8. Story Hour Room
9. Browsing Room
10. Adult Reading Room
11. Periodical Display

MAIN LEVEL

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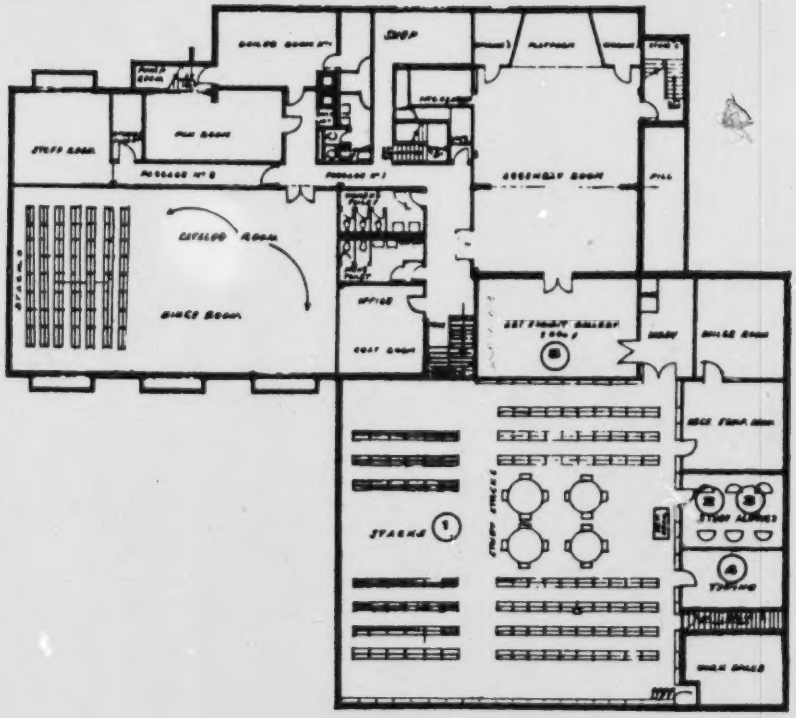

1. Stack Reading Room
2. Study Alcoves
3. Reading Development Laboratory
4. Typing Room
5. Exhibit Room

LOWER LEVEL

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THE LIBRARY'S BOARD OF TRUSTEES

Trustees for the Hewlett-Woodmere Public Library are elected by the qualified voters of U.F.S. District #14. Beginning with the first election of trustees on May 7, 1947, there have been five members of the Board with each member serving without remuneration for a period of five years. State law dictates that one member is elected each year so that Board continuity is retained. The Board of Trustees is guided by a set of Bylaws most recently amended on October 8, 1956. Following the dictates of the Bylaws, the trustees meet at 8:15 p.m. on the second Monday of each month, except August. There are two officer positions on the Board -- President and Vice President -- that are annually filled by vote of the trustees. In addition, the Treasurer to the Board is Treasurer of U.F.S. District #14 and the Secretary to the Board is the Library Director. The Bylaws provide for the establishment of three standing committees within the Board -- Finance, Books, and Administration.

A careful look at the present set of Bylaws suggests that the trustees may want to amend and update some sections so that they remain current and reflective of actual policies. Guidance in this undertaking is available from comparison with the Library Trustees Foundation of New York State "Recommended Form of Bylaws" and the "Sample Bylaws" found in Young's The Library Trustee, both available through the Nassau Library System. For instance, the "Vacancies" section should conform with the present Education Law which allows for appointments to fill vacancies "until the next annual election of trustees" (226.4). Noticeably absent from the present set of Bylaws is a statement under the "Committees" section affirming that other committees, beyond the three standing committees, can be appointed as needed. And, although the standing Book Committee must have filled a vital role in the early development of the library, that role should have lessened to the extent that the committee could be abolished, with Board concensus on book related matters reflected in the Book Selection Policy. Other minor adjustments may also be deemed desirable so that the Bylaws, when amended, are in the best form to add foundation to the Hewlett-Woodmere Public Library's policy making body - i.e. the Board of Trustees.

The growing nature of the Hewlett-Woodmere Public Library is certainly evidenced by Board concerns during the past year. In that period, planning has encompassed numerous areas including: the parking lot crunch, increased hours of access, the high rate of book loss, detailed review of various service areas (i.e. children's, young adult, audiovisual, etc.) and their future needs, etc.

Present members of the Board include:

Mrs. Alfred Walling, President
Mr. Peter Kolbrener, Vice President
Dr. Stuart Prall, Trustee
Mr. Alvin Boretz, Trustee
Mr. Laurence Rosenthal, Trustee

LIBRARY STANDARDS - A FRAME OF REFERENCE

Public libraries today find themselves in a dilemma because the standards they have relied upon for the past two decades are becoming obsolete. The standards that the American Library Association published in 1956 have received only minor modification down to this very day. And in these 18 years, libraries haven't stopped growing and changing. The profession is well aware of the inadequacies of the existing documents and has been laboring away for the past two years to arrive at new guidelines. Indications now are that future standards will emphasize total community library service, user needs, and library output. Until the documents are available though, assessment of public library service will of necessity have to rely on the existing tools. Trustees and planners however would be wise to anticipate new standards that will be even more challenging.

For the purposes of this study the following tools were used to obtain currently accepted standards of measure:

Minimum Standards for Public Library Systems, 1966. Published by the American Library Association. Chicago.

Statistical Standards. Addenda to Minimum Standards for Public Library Systems, 1966. Published by the American Library Association. Chicago. 1967.

Wheeler, Joseph and Goldhor, Herbert. Practical Administration of Public Libraries. New York. 1962. Harper and Row.

Interim Standards for Small Public Libraries. Guidelines Toward Achieving the Goals of Public Library Service. Published by the American Library Association. Chicago. 1962.

In addition, the Hewlett-Woodmere Public Library was also compared statistically to other libraries within the county through use of figures obtained from the Nassau County Library Association's Budget Statistics and Salary Schedules 1973/4.

Tables 1 and 2 on the following pages describe graphically the present stage of growth of the Hewlett-Woodmere Public Library and project future growth based on the 1990 estimated population of 24,711. The first two lines of Table 1 are included to show the progression that should occur as a library moves from the smaller population of 10,000 to the more sizeable base of 35,000. Line 3 details the level of growth achieved by Hewlett-Woodmere in 1970 with line 4 reflecting the changes that occurred in only a three year period. The final line is included as a guide for planners and is based upon the recommended standards presently in use nationwide.

The figures that stand out on Table 1 are the support per capita sums of $17.45 in 1970 and $23.78 in 1973 which are well above the $7.26 figure representing the

average per capita support in all of New York State for 1972, and also significantly above the Nassau County per capita support average of $13.06 for 1973/74. Beyond a doubt, the Hewlett-Woodmere Public Library enjoys an income level that ought to make possible a quality library program for District citizens. Looking at the Book Collection column, it is important to note that the reported total volume holdings for 1973 (104,136) very nearly achieves the recommended collection size for the much larger population base of 35,000. Part of this excessive collection size could be attributed to Hewlett-Woodmere's status as the contract library in the county designated to provide back-up assistance to the other 53 system member collections in the areas of art and music. The book collection size for a projected population of 24,711 is figured at a total of 74,133 volumes in Line 5. Although Hewlett-Woodmere far exceeds this figure at present, no change in upward calculations has been made in order to add emphasis to the fact that at some stage planners must voluntarily elect to limit the collection's size - emphasizing strict weeding policies, achieving a level of currency in holdings not now possible, and relying on larger collections for inter-library loan needs. As long as Hewlett-Woodmere retains its status as a contract library for the Nassau Library System, some inflation of collection holdings should be expected. But with the Nassau County Research Library now in the picture to assume a larger share of the burden of specialized collection development, library planners should begin curbing collection size with a goal of not exceeding the upper limit of 100,000 volumes for a population base below 25,000. Otherwise, planners will be faced with satisfying a never ending space problem. For every 10 books added to the collection, one square foot of storage space must be found to shelve them. Without this space provision, there will occur an erroding away of public service space, such as is already underway at Hewlett-Woodmere with the addition of flake-board shelving in an area originally designed for reader space on the main level. Table 1 also shows that circulation per capita has fallen slightly in the three year period from 1970 to 1973. This decrease may be part of the national trend that has been noted by many of falling circulation figures, or other factors, such as low weeding levels, lack of parking, etc. may have affected the totals. Certainly, close checks on circulation as one gauge of user satisfaction should follow during the coming years. A word might also be said about the apparent overabundance of staff available at Hewlett-Woodmere. With the present pattern of service, there is actually a staff shortage, as the following chapter will outline. After some staff schedule changes, another assessment of the adequacy or inadequacy of available staff levels should be undertaken. With Hewlett-Woodmere's commitment to specialization, present standards in this area will not necessarily provide a reliable guide.

Table 2 provides a chart of standards established for space requirements in library buildings. The additional line at the top of the chart for a population base between 5,000 and 9,999 is included to give insight into the changes necessitated by increased population within a service area, see the recommendations for 10,000 - 24,999. It should be stated from the outset that the figures for the present amount of floor space, reader space and staff work space are estimates determined by measurements taken from a scale drawing of the library. The extensive amount of space not counted in this calculation includes lobbies, halls, stairways, storage areas, the staff room, boiler and mechanical equipment rooms, toilet facilities, the assembly room, art gallery, space not clearly designated as staff or reader areas such as the main level conference room and the first level coat room, the shop room, etc. - in other words, the estimates are based on a rather strict interpretation of what constitutes reader space, staff work space, and shelving floor space. Using these conservative estimates, it is readily apparent that the fragmented building with its many compartmentalized and nonfunctional areas falls short of supplying adequate space for carrying on expanding

service activities. In essence, the total building space (27,000 sq.ft.) is more than adequate to meet the needs of a population under 25,000 but the floor plan of the existing area lowers the usable space to an inadequate level. Thus the space crunch has become the number one problem facing Hewlett-Woodmere Public Library today.

Tables 3 and 4 are reduced copies of pages from the latest edition of Public and Association Libraries Statistics - 1972, a publication of the Division of Library Development, and are included to provide an understanding about the status of the Hewlett-Woodmere Public Library in relation to other public libraries serving similar populations in New York State. Several other Nassau Library System members are included within the Tables: Garden City, Albertson, Franklin Square, Rockville Center, Syosset, Port Washington, Long Beach, Glen Cove, North Bellmore, Hillside, Plainedge, Lynbrook, Uniondale, Westbury, Merrick, Mineola, Roslyn, West Hempstead, Bethpage, Island Trees, Wantagh, Floral Park, Manhasset, and Roosevelt. Moving to the column headed "Adjusted Operating Excluding Capital - Per Capita" it is apparent that the Hewlett-Woodmere per capita of $23.94 is well above all but one other library on the Table. However, more information than this one statistic would be needed to truly assess Hewlett-Woodmere's status statewide. Tables 3 and 4 are included to add background information to this detailed examination of the library's present condition.

Tables 5 and 6 represent figures taken from the Annual Reports prepared by the Hewlett-Woodmere Public Library during the past five year period and show in some detail the progress made by the library in this time span. Except for four columns which record fluctuation during the 5 years - staff hours, volume additions, volumes withdrawn, circulation - all the remaining indicators reflect steady progress and increases. For example, Total Income rose by 45.5% while Total Expenditures climbed 66%. The Total Expenditure column is taken from the amount recorded yearly as "Total Operating Disbursements" and so does not include any capital expenditures, note payments, or cash balances. The most dramatic increase occurred in the amount budgeted for books which rose 92.4% in the five year period. Some of the increase in expenditures obviously went to defray the cost of additional staff hours which rose 12.3%. There apparently is some discrepancy in actual volume holdings since adding the acquisitions for five years and subtracting the withdrawal totals for the same period will not equal the 104,136 figure. As all sums are taken directly from the Annual Report form and represent figures submitted by the library, it would seem that some retracing of bookkeeping figures is needed to arrive at the true volume count. This process is most probably part of the ongoing inventory. Despite increases elsewhere, the circulation climbed only 3.8% overall with recorded decreases in 1971 and 1972. Part of the circulation lag is possibly a result of the low weeding rates which crowd the collection with outdated items and make selection more difficult for patrons. During 1969, 1970, and 1971, the rate of withdrawal stayed well below the 2% level and far below the recommended 5% mark. It is not until 1973/74 that the recommended discard rate is achieved. Certainly, the library must pick up withdrawal rates if it is not to grow beyond the financial limits of the district for providing building space. A change in hours occurred during the year 1973 and included more Sunday hours and opening on mornings formerly devoted to staff duty and assignment when the doors were closed to the public.

To summarize, the total budget has risen 45.5%, the library materials budget has climbed 92.4%, circulation though has responded to these increases by remaining

essentially static with a climb of only 3.8%, hours of access have been increased by 7, and manpower coverage has gone up 12.3%.

The last table in this chapter incorporates statistics gathered from the seven libraries above and the seven libraries directly below Hewlett-Woodmere in the population column of Public and Association Libraries Statistics - 1972 (see Tables 3 and 4, referring to the libraries in brackets). This chart certainly does not replace established standards but it does provide some perspective on Hewlett-Woodmere's status when compared with libraries serving similar population bases throughout the state. Of course, innumerable factors remain unknown about the libraries being compared - for instance, the jurisdictional base of each library is not known (i.e. school district, village, city, etc.), the geographical setting is also not included in the data (i.e. rural, urban, suburban), the budgets may also not be similar with some of the 14 including custodial expenses in the total budget while others do not, etc. Consequently, Table 7 would be inconclusive without additional information. With these considerations in mind, it can be seen that Hewlett-Woodmere exceeds the average of the other 14 libraries in all categories - including: Total Per Capita Expenditures, Book Budget Per Capita, Collection Per Capita, Hours Open, etc. - except for Circulation Per Capita which falls below the average of the other public libraries. This circulation figure though is close to the recommended 9.5 per capita standard. It is possible planners will want to consider expanding the base of service offerings to appeal to a wider audience and stimulate increased circulation. Weeding the collection should also improve the public's receptivity to the holdings.

These statistics and their analysis will offer a frame of reference from which the following chapter will be built.

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TABLE 1 - HEWLETT-WOODMERE AND NATIONAL LIBRARY STANDARDS

	Population Served	Support Per Capita*	Total Budget	Staff (one per 2000 pop.)	Book Collection	Books Per Capita	Books Added Yearly Per Capita	Circ. Yearly Per Capita	Annual Circ.
1. Standards	10,000	$ 7.26*	$ 72,600	5	40,000	4	.20	9.5	95,000
2. Standards	35,000	7.26*	254,100	17.5	105,000	3	.20	9.5	332,500
3. Hewlett-Woodmere (Actual - 1970)	20,923	17.45	365,183	27.9	90,729	4.3	.38	10.0	211,275
4. Hewlett-Woodmere (Actual - 1973)	22,696	23.78	539,752	29.9	104,136	4.5	.37	9.3	212,716
5. Hewlett-Woodmere (Projected - 1990)	24,711	**	**	12.3	74,133	3	.20	9.5	234,755

* Public and Association Library Statistics 1972.
New York State average of 700 public libraries. Nassau County average 73/1974 - $13.06

** Due to inflation and current trends no estimate is given.

POPULATION SERVED	SHELVING SPACE (a) SIZE OF BOOK COLLECTION	LINEAR FEET OF SHELVING (b, d)	AMOUNT OF FLOOR SPACE	READER SPACE	STAFF WORK SPACE	ESTIMATED ADDITIONAL SPACE NEEDED (c)	TOTAL FLOOR SPACE
5,000-9,999	15,000 vol. plus 2 books per capita for pop. over 5,000	1,875 linear ft. Add 1 ft. of shelving for every 8 bks. over 15,000	1,500 sq. ft. Add 1 sq. ft. for every 10 bks. over 15,000	Min. 700 sq. ft. for 23 seats. Add 4 seats per M. over 5,000 pop. served, at 30 sq. ft. per reader space.	500 sq. ft. Add 150 sq. ft. for each full time staff member over 3	1,000 sq. ft.	3,500 sq. ft. 0.7 sq. ft. per capita, whichever is greater
10,000-24,999	20,000 vol. plus 2 books per capita for pop. over 10,000	2,500 linear ft. Add 1 ft. of shelving for every 8 bks. over 20,000	2,000 sq. ft. Add 1 sq. ft. for every 10 bks. over 20,000	Min. 1,200 sq. ft. for 40 seats. Add 4 seats per M. over 10,000 pop. served, at 30 sq. ft. per reader space	1,000 sq. ft. Add 150 sq. ft. for each full time staff member over 7	1,800 sq. ft.	7,000 sq. ft. or 0.7 sq. ft. per capita, whichever is greater
Hewlett-Wood. 1973 -Pop. 22,696 (based on standards should have)	45,392 vol.	5,674 linear ft.	4,539 sq. ft.	2,712 sq. ft. - 90 seats	1,600 sq. ft. 11 staff	1,800 sq. ft.	15,887 sq. ft.
Hewlett-Woodmere - 1973 Actual 22,696	104,136	N.A.	7,232 sq. ft.	1,416 sq. ft. - 136 seats	2,672 sq. ft. 33 staff		27,000 sq. ft.
Hewlett-Woodmere - 1990 Est. Population - 24,711 Standards	49,422 vol.	6,177 linear ft.	4,942 sq. ft.	2,940 sq. ft. - 98 seats	1,750 sq. ft. 12 staff	1,800 sq. ft.	17,298 sq. ft.

a. Libraries in systems need only to provide shelving for basic collection plus number of books on loan from resource center at ANY ONE TIME

b. A standard library shelf equals 3 linear feet

c. Space for circulation desk, heating and cooling equipment, multipurpose room, stairways, janitors' supplies, toilets, etc., as required by community needs and the program of library service.

d. Can shelve approximately 8 books per linear foot.

*Taken from Interim Standards for Small Public Libraries

TABLE 2 - GUIDELINES FOR DETERMINING MINIMUM SPACE REQUIREMENTS*

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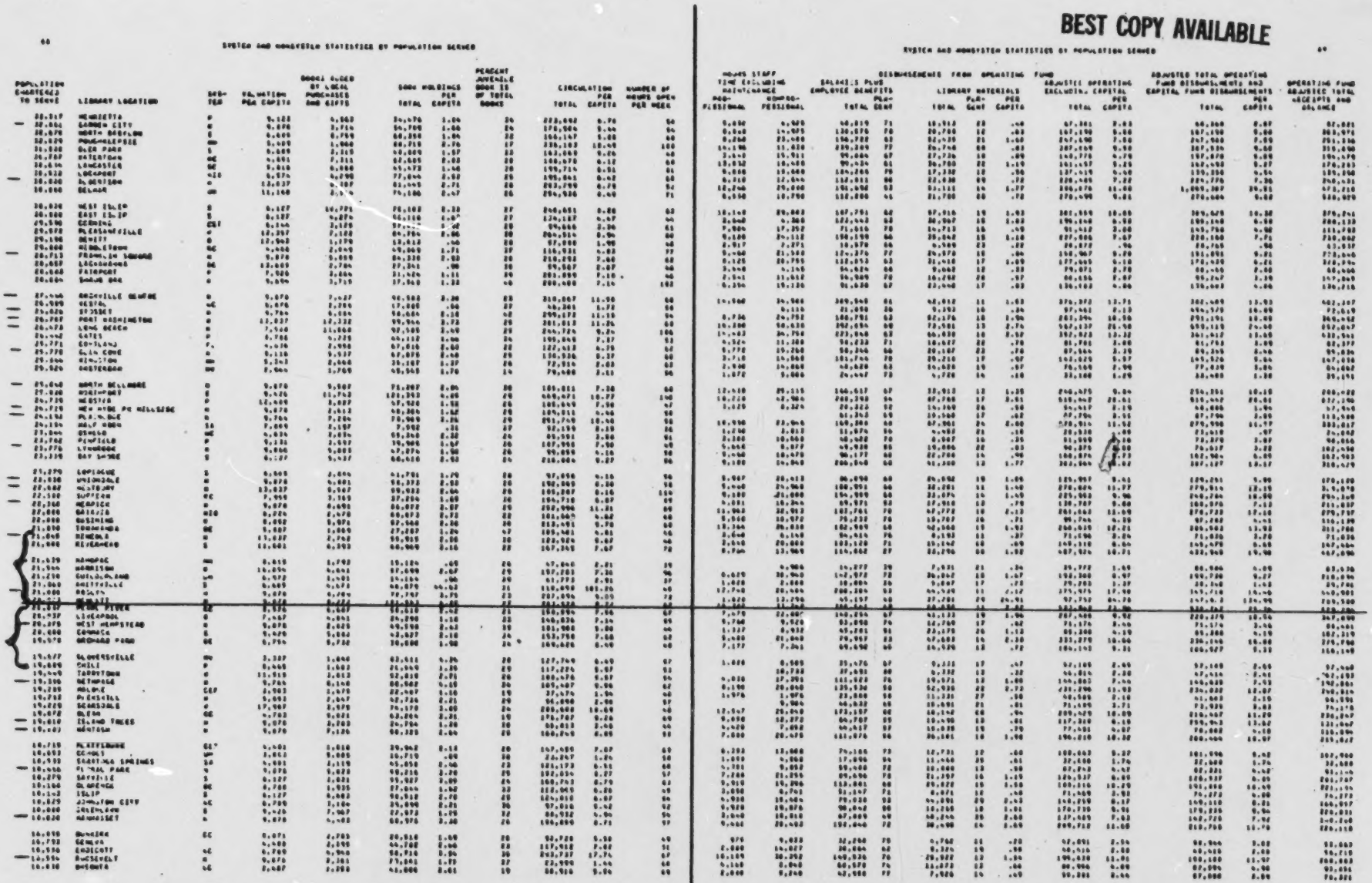

Member, Nassau Library System

* Taken from Public and Association Libraries Statistics/1972 (latest available)

TABLE 3 — SYSTEM AND NON-SYSTEM STATISTICS BY POPULATION SERVED* — TABLE 4

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HEWLETT-WOODMERE PUBLIC LIBRARY

Statistics 1969 - 1974

Table 5

Year*	Total Income	Total Expenditures	Library Materials Budget	Staff Hours
1969	$421,360	$325,020	$33,780	48,430
1970	451,545	365,183	38,695	50,920
1971	501,592	399,835	48,183	49,792
1972	582,949	470,346	59,098	50,128
1973/4	613,430	539,752	65,018	54,418

Table 6

Year*	Total Holdings	Added	Withdrawn	Circulation	Hours
1969	83,816	4,618	1,103	204,870	62
1970	90,729	8,010	1,097	211,275	62
1971	95,886	6,458	1,301	206,710	62
1972	101,553	8,272	2,605	203,520	62
1973/4	104,136	8,487	5,904	212,716	69

* Calendar year information as taken from the Annual Report of the library to the Division of Library Development.

Table 7

	Hewlett-Woodmere*	Average of 14 Libraries*
Population Served	20,923	20,794
Hours Open Per Week	62	57
Staff Time Available/Year	50,128	18,404
Expenditures		
Total	$500,940	$155,893
Per Capita	$ 23.94	$ 13.18
Library Materials	$ 59,098	$ 23,130
Per Capita	$ 2.82	$ 2.79
Salaries	$350,641	$ 78,062
Collection		
Volumes	101,553	46,850
Per Capita	4.85	5.27
Circulation		
Total	203,520	132,301
Per Capita	9.72	13.23

* Based on Public and Association Libraries Statistics 1972

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THE LIBRARY'S COLLECTION, SERVICE PROGRAM AND PHYSICAL PLANT

The oldest public library in Nassau County that is still in existence today was established in 1878. In other parts of the country, the establishment of public libraries - free to the citizens and supported with public funds - occurred at an increasingly rapid rate after 1850. Clearly, a library such as the Hewlett-Woodmere Public Library, begun in 1947, is a relative infant in terms of time. It seems fairly safe to conclude that in designing library service the creators of the Hewlett-Woodmere Public Library drew heavily upon the experiences of other institutions that had already been in existence from 70 to 100 years prior to the opening of the public library in District #14. Equipped then with knowledge of other libraries' developmental progress, an analysis of local community needs, and professional judgments about desired service patterns, a public library with specializations has been molded during the past 27 years. This chapter will concentrate on evaluating the library materials, the current service plan, and the library structure that have resulted in this short span.

LIBRARY COLLECTION

During the months of the study at the Hewlett-Woodmere Public Library no exhaustive analysis of the book holdings was made due primarily to the limitations of time and personnel as compared to the overall value resulting from such an endeavor. A far more tangible end product will undoubtedly come from current efforts at a cyclical inventory and replacement analysis (beginning with the 800 and 900's) now being undertaken by local staff. Although such an in-house assessment cannot be fully objective it can avoid such slanted techniques as evaluating the collection on interlibrary loan response, judging quality only in terms of collection size, arbitrarily selecting various recommended lists for comparison purposes, etc. Throughout this report numerous observations about the collection have been made which will hopefully assist with the ongoing inventory and replacement project and with continuing collection building.

The backbone for a library collection should be found in the Book Selection Policy currently in use. The "Book Selection Policy for the Hewlett-Woodmere Public Library" was written shortly after the library opened in 1947 and has been revised most recently some 8 years ago. Under the new Library Director it seems warranted to revise and update the policy striving to: 1) shorten the statement so that it can better withstand the passage of time, 2) modernize sections to be consistent with current practice (for example, the sections on paperbacks and audiovisual materials are dated), 3) structure the statement so that collection priorities and/or specialties are evident (emphasis over the years has gone to art and music specialties although this is not readily apparent from the policy statement), and 4) reassess the role of the library in supplying "curriculum-oriented" materials.

In their volume on Practical Administration of Public Libraries, Wheeler and Goldhor recommend that 25% of the collection be juvenile titles, 25% adult fiction, and 50% adult

non-fiction. According to data submitted by Hewlett-Woodmere Public Library, on the 1973 Annual Report to the Division of Library Development, the book collection is distributed as follows: 26.9% Juvenile titles, 15.2% adult fiction, and 57.8% adult non-fiction. Perhaps the biggest factor contributing to the development of a heavily weighted adult non-fiction section has been Hewlett-Woodmere's responsibility as one of three back-up reference libraries among the 54 Nassau Library System members. Glancing again at standards in an attempt to clarify the need for some readjustment of priorities in collection development, Wheeler and Goldhor (p. 554) call for 3 volumes per capita (based on population served), which for a population in 1973 of 22,696 would equal 68,088 total volumes (obviously, considerably lower than the 104,136 volumes owned by Hewlett-Woodmere presently). If the 25/25/50 formula is applied to this recommended number of volumes, 17,022 adult fiction volumes are needed to reach the 25% mark. That is to say, Hewlett-Woodmere would need an adult fiction collection of at least 17,022 volumes to meet the goal set forth in the latest available standards. However, as the library records adult fiction holdings of only 15,832 volumes, it becomes clear that Hewlett-Woodmere Public Library falls 1190 volumes short of supplying the recommended adult fiction holdings needed for local patrons.

Situated in an area that statistically is wealthier and better educated than the national average and that offers a relatively high support level for library services, it seems only logical that a collection with substantial non-fiction strength would develop. Add to all of these factors the influx of state funds in support of a developing art and music reference collection for all of Nassau County and it could be argued that Wheeler and Goldhor's 25/25/50 formula has little applicability to the Hewlett-Woodmere collection. And yet, while this may be true, care must be taken in drifting too far from the percentage formula lest the library's prime responsibility to local patrons be overlooked. As the collection now exists, a readjustment of collection development priorities is warranted to bolster adult fiction holdings.

ADULT SERVICES

The Hewlett-Woodmere Public Library attracts an interesting cross section of adults in the area with housewives; teachers; persons in health-related fields, including -- doctors, surgeons, dental assistants, nursing home personnel, etc.; lawyers; business executives; gardeners; retired people; and occasionally unemployed individuals being among the groups that are taking advantage of the services offered. Recent administrative restructuring of the organization chart places adult services under the supervision of the Chief of Public Services. The broad umbrella of Public Services covers Audiovisual, Children's, Young Adult, Art and Music, Reference, Extension, and Circulation activities. The adult collection is divided between the basement stack area and the main floor reading room which presents both staffing problems and access problems since the card catalog is located only on the main floor. The reading room on the main level contains bench type seating in the L-shaped display area for recent periodicals as well as carrel seating for patrons needing table space. The location of these carrels behind the main stackshousing 300's, 800's and 900's makes supervision difficult if not impossible. Stacks near the elevator and the Reference room house -- new fiction, large print books, high interest/low reading level materials for new adult readers, citizenship materials, rental collections, civil service exam guides, and self-improvement materials for continuing education. The remainder of the adult collection (excluding the entire Reference room collection) on this floor is housed in the browsing room which is filled with mysteries and science fiction. Lounge furniture

makes the browsing room comfortable for reading but its location and small size limit full usage. And so, the conclusion is soon reached that with seats for periodical reading located in a major staff traffic way between key offices and service areas, with carrel seating quickly vanishing as new shelves are added to stack ranges, and with the browsing room situated behind the card catalog in what could be mistaken for a non-public service area and containing in any event, limited seating, there is inadequate provision for reader space in a casual environment on this level.

The remaining two-thirds of the adult collection is housed on the lower level in the addition completed in 1966. This basement area is patron accessible by means of the stairs or elevator situated near the main level reference room. Another entry point connecting the lobby steps with this basement stack area is locked to patron traffic to avoid book theft by exiting without passing the circulation desk. The basement level is carpeted as is the main level but here the ceiling, complete with exposed lighting connections and various pipe and duct connections, gives an overall unfinished appearance to the area. Three special collections are located in this stack area including the art volumes, the music scores and complimentary book materials, and the foreign collection. In addition the 000's, 100's, 200's, 400's, 500's, 600's, and 700's of the general collection are shelved in this section as is the bulk of the adult fiction collection. Non-circulating serials are found at the rear of the stack space on open shelves for in-house use. Also on this level are tables for reader use, study alcoves which resemble music listening booths and are apparently seldom utilized, an alcove devoted to storing the equipment purchased in conjunction with establishment of a reading development laboratory, and other of the glass alcoves for use of the pay typewriters.

Book selection for the adult collection is accomplished by the reference library staff with each professional assigned responsibility for coverage of specific selection tools, thus eliminating duplication of coverage in all review media except for Kirkus which is seen by all. The pattern has developed that the Director initials all orders before they are placed. Due to the increasing book monies available and the projections for even more in the upcoming years, the recommendation is made that responsibility for final order review be passed to a professional further down in the chain of command with Director review of items that exceed a predetermined, exorbitant price scale. Presently, librarians are not assigned responsibility for the maintenance of any special Dewey category. Reconsideration of this policy seems in order considering both the growing size of the non-fiction section and the level of staff expertise available including subject specialists in some areas.

The 1974-75 book budget, recently passed, will be $55,550 of which $29,150 or 52% will reportedly be allocated to adult purchases. $6,000 or 10% of the book budget will be earmarked for continuation of the McNaughton plan used to help stock the nickel-a-day rental collection. $1,000 is scheduled for allocation to the foreign collection. Slight increases over the adjusted 1973-74 budget for other categories will mean an additional $941 expenditure for periodicals and a $400 increase in the bookbinding allowance.

Under the new policy for supplying popular materials, it has been decided that no patron should wait longer than one month for a reserve request. Certainly it can be concluded that the library now finds itself in a more affluent position than in 1952 when the Board concluded that a policy of diversification should predominate over the purchase of duplicates. Under the new policy, reserve titles that have been in constant

demand for 6 months or more are placed on interlibrary loan at the same time that the house copy is also reserved. This two pronged search has brought some results although a policy of purchasing from local bookstores without the advantage of discounts has also been instituted as the final step in supplying requests. Once the requested volume is in hand, the staff alerts the patron by telephone to pick up the material. This telephone policy replaces the previous method of notifying patrons by postcard of the availability. Due to the rising costs of telephone service and the message units accumulated by such a policy, it seems advisable to conduct a study of the actual increase in expense arising from the change before making the telephone call standard practice.

The Hewlett-Woodmere Public Library subscribes to 22 newspapers. Comparison of current titles held with the recent Library Journal list of "the best 11 newspapers meeting standards of journalistic independence, impartial news, and crusading for the public welfare," as judged by editors nationwide, shows that three of the eleven are available at the library - i.e. New York Times, Wall Street Journal, and Christian Science Monitor. Considering the educated populace of the service area, it would appear warranted to add some titles from the remaining eight on a trial basis, including perhaps 1) the Washington Post, 2) the Boston Globe, and/or 3) the Chicago Tribune. Of course, part of the experiment would have to involve alerting the community to the availability of these new selections. Another title that should be considered for the periodical collection in the county's art and music reference library is the Village Voice. In addition to newspapers, Hewlett-Woodmere acquires nearly 500 periodicals. Last year in a cooperative venture with nearby Peninsula Public Library, a joint listing of serial holdings was issued entitled MAGS. Circulation has been to school administrators and teachers with plans calling for eventual distribution to all high school seniors in the district. Due primarily to lack of space, periodicals at Hewlett-Woodmere are found in three areas: 1) on the main level current periodicals are attractively displayed on paneled walls, 2) reference periodicals are found at the rear of the basement reading room with staff control of these materials available during most hours of the day, and 3) circulating periodicals are located in closed stacks of the basement Technical Services area. By standing policy, reference periodicals are not duplicated in the circulating periodical collection. Such a policy now means that Newsweek, Time, U.S. News and World Report, etc. are available only for in-house usage as they are currently placed in reference. Considering the growing size of the library materials budget, some funds should be earmarked for duplication of heavily used serial titles so that copies can circulate. In all likelihood neither a restricted circulation policy nor a policy of duplication will cut down on the ever constant problem of mutilation and theft. Until such time as reallocation of floor space offers a better solution for housing the circulating serials, it is recommended that page assistance, rather than the more costly clerk retrieval of closed stack materials, be utilized. The current policy of acquiring microfilm holdings of available serial titles is essential with the size of the Hewlett-Woodmere collection. The unique microfilm holdings include: Rockaway Journal, 1906, 1908, 1930, 1934 -; South Shore Record 1953 -; Nassau Herald and Rockaway Journal combined, 1935 -; Long Island Entertainer 1962 -.

The recommended rate of discard for a public library collection is 5% annually. At Hewlett-Woodmere there is presently no formal discard policy, with responsibility for weeding based on professional judgment. The cyclical inventory now in progress does signal a major change in rate of discard with 5,904 volumes (or 5.6% of the total) having been withdrawn from the collection during 1973. This represents a five year high in weeding figures with the previous yearly rate ranging from 1.2% to

2.5% Had the desired 5% mark been maintained during the past five years, one-fourth of the collection would have been removed. As the records show though, Hewlett-Woodmere fell over 13% below the recommended 25% withdrawal rate. Not maintaining the weeding pattern can mean that the collection rapidly outgrows its quarters creating an unrealistic thirst for space, that the collection's appearance falls to a degree that will eventually affect circulation, that some materials are outdated and some areas are top-heavy due to passing reader demand, etc. At Hewlett-Woodmere the inventory, when completed, will undoubtedly reveal that the loss to the collection through theft and general disappearance will lower the book count considerably. However, even though the final collection total shows a heavy "patron" weeding rate which may somewhat balance the low discard figures of the past few years, this removal was done largely on the basis of popularity and creates more need for replacement than justification for not increasing the weeding rate to compensate for past minimal withdrawal. Both the fiction collection and the 300's appear to be in need of rather thorough weeding.

The current adult registration figure at Hewlett-Woodmere, according to the Director, is 11,715. This figure may be somewhat inflated as a permanent registration policy now exists, although planning calls for a new policy of triennial registration. Adult cards are available for students in the 9th grade or above or for students at age 14. Eligible patrons include residents of U.F.S. District #14 and persons employed in the district but residing elsewhere. The non-resident fee is $30 (without direct access). There is a recently imposed limit of 20 books loaned at any one time. In an effort to attract more patrons for the library, a special mailing goes out to new residents with library informational pamphlets and an invitation to apply for a library card included. Once a new library card is issued, a welcoming letter from the Director is sent to the new patron.

The two major specializations at Hewlett-Woodmere are the art and music collections. The music collection contains an extensive file of publisher's catalogs, sheet music by title, scores and parts, band and choral music, librettos, trios, quartets, popular band, folk, ensemble, classical music for all instruments, vocal scores, requiems, original music by new composers, parts for chamber groups, marching bands, church music, Metropolitan Opera librettos, music from different countries, concertos, history of music, biographies of musicians, solos, symphonies, evaluations of composers, conductors, a Q collection of oversize music scores and other items. One of the special strengths in the music collection is its variety. The recent publication, Index to Song Collections at the Hewlett-Woodmere Public Library, created to increase accessibility to the existing collection and restricted to indexing songs of the past decade of a folk or popular variety can provide a clue to the scope of the music materials now available at Hewlett-Woodmere. It is apparent that the collection has been nurtured with tender-loving-care by the past music specialist. The departure of this key ingredient to the collection will undoubtedly mean reassessing priorities and objectives of the special materials. With a changing population base, i.e. fewer children involved in music education and increasing numbers of elderly deserving of a multifaceted service program; with the development of a strong Nassau County Research Library on the horizon to at least share the burden of providing specialized materials, with existing staff not fully prepared either in terms of educational background or additional man-hours to maintain the collection at its peak level, and with a clear obligation to provide for the needs of all citizens not just a select group, the planners at Hewlett-Woodmere must elect a path for the

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future of the music and music score collection that acknowledges past efforts, the existence of the present materials, and goals for the library's place in the community's future. If the collection is to continue with such ambitious projects as the acquisition of cassette tape scores and adapted music periodicals for the blind and physically handicapped in addition to the acquisition of and depository possibilities for sacred music scores as a service to various religious groups in the area - two projects under discussion during the past year - then budget for staff, materials, and eventually space must be aligned accordingly. From the standpoint of adding to the field of existing library literature, it seems desirable that the present staff document in more detail the development of the music collection, the support and cooperation it has received within the community, the past and present usage patterns, with recommendations for small and medium size public library service possibilities in the area of music and music scores at a stage far below the advanced and special nature of the present Hewlett-Woodmere collection.

The materials comprising the special art collection are divided between the basement stack area, the reference room which contains the art slide materials, and the lobby-type area on the main level that provides limited space for the art prints. This collection owes much of its existence to the maximum utilization made of previous state-aid book grants available to designated central or, as in the case of Hewlett-Woodmere, co-central system libraries. The newly created position of Art and Music Librarian for 30 hours a week has been filled by an art specialist with a recently completed library science degree. The art book collection itself spans esthetics and the philosophy of art, criticism and history pertaining to the art forms of painting, drawing, sculpture, architecture, gardening, handicrafts, photography, theatre, dance, and related art forms. The art print collection is presently in need of refurbishing as the black plastic casings detract rather than add to the usefulness and appeal for patrons. The lack of adequate display space for the prints coupled with the unattractive frames insures a little used art print collection. The art slide collection is also receiving minimal use because of the storage file housing the collection which discourages random selection, because of the arrangement of the access tool - 35 mm Slides at the Hewlett-Woodmere Public Library - which is indexed according to period (Impressionist Painting, Romanesque Painting, Romantic Painting, etc.), form (sculpture, architecture, painting, etc.), or country (Latin American Art, Japanese Art, Chinese Art, etc.) without providing access by artist or by complete subject coverage, and because the collection generally is given a low profile and not utilized in-house to stimulate patron interest. Hopefully, the desire of the Art and Music Librarian to make the art slide collection her first priority will be a reality. But some reassignment of responsibilities must occur before time for planning and executing major revamping projects and other totally new projects can be found. The part-time position, as it now exists, requires a majority of time spent in regular assignment on the reference desk in addition to requiring time spent in cataloging of music scores and phono disc recordings, with little or no time left to select art and music materials, direct the development of the two specialized collections, contact community members for coordination of both collections within the needs of the area, and become familiar with the whole scope of the music collection which is not a personal subject specialty at present. Plans do call for paid library work time to be spent in taking some basic music courses to increase knowledge in this field. Among other things the art and music specialist stated her views that the art slides should not be treated as books, should not circulate for 28 days, and deserve space allocated for effective viewing.

Two other smaller and yet special collections exist at Hewlett-Woodmere -- the foreign collection and the Long Island historical collection. In the director's opinion, there is not much demand in the area for a Long Island historical collection. The only major purchase made to supplement the present materials within the past year was an expenditure of $1,000 for microfilm of Rockaway newspapers. Portions of this Long Island collection are stored in the Reference Office on the main level and are in need of cataloging, assimilation into the main collection, and planning for activities to stimulate usage of the available items.

The foreign collection has found shelving in the basement reading room. Quite a substantial portion of this collection has been purchased through the generous gifts of the Bruell family. A brief check of the volumes reveals emphasis on French materials although census information would indicate that Polish, Yiddish, Russian, and German items might find a larger audience. The collection can be refreshed through heavier usage of the rotating foreign language materials available from the Adult Services Office of NLS. Also the additional volumes that can be purchased with the 1971 budgeted $1,000 will be valuable in maintaining this service by increasing variety in titles held. Such a specialized collection requires frequent publicizing to achieve the maximum audience.

AUDIOVISUAL SERVICES

The increased scope of the audiovisual services developing at Hewlett-Woodmere prompted planning for the position of Audiovisual Librarian even before the present Director assumed his duties. It was not until this past spring though that the position was filled and concern with audiovisual matters could turn to an assessment of available equipment and planning for facility adjustments to most effectively accommodate expanded programs and services in the AV area.

An analysis of any public library audiovisual program should include a catalog of available equipment and materials. At Hewlett-Woodmere the list becomes rather impressive:

16 mm film

Hewlett-Woodmere's entrance into the film circuit, developed among fellow public libraries in Nassau County in 1960, has already been mentioned. Today there remain ten participating libraries with the Hewlett-Woodmere Library owning 106 films in the circuit and providing staff management of the circuit through the services of the audiovisual librarian. The majority of the 106 films are of interest chiefly to children. If present planning for the future of the circuit materializes, the scope will be enlarged to attract adult and community group audiences. The library's policy of film inspection after each circulation has reportedly kept the existing films in good condition. The maintenance of the films should include a policy of, once a year, forwarding 25% of the collection to a laboratory (for example, Rapid Film Technique or another of the library's choice) for evaluation and possible rejuvenation. As most film libraries record the average life of a film at 6 to 7 years, the Hewlett-Woodmere collection is already "old" in film terms. For a film collection of this age, allowance for replacement or rejuvenation is an essential budget item that should be an addition to, not a part of, the amount set aside for acquisition of new titles. Part of the process of arriving at a replacement figure will include an evaluation of the condition of all films over 7 years of age (the

library may elect to utilize the free evaluation services available at a rejuvenation house), and from this evaluation arriving at an estimated budget for replacement or rejuvenation that could be spread over a two year period.

8 mm film

All of the 121 regular 8mm film titles owned by Hewlett-Woodmere are silent. Acquisition has stressed horror films with some comedy classics and a few travel films rounding out the collection. With the change in this format from regular to super 8 mm, future purchases should only be in the super 8 mm gauge with the regular 8 mm films being discarded as they become worn or damaged. A new format for Super 8 mm film is the film loop or 8 mm film in cartridge packaging. However, as the cartridge and accompanying projector have not become standardized it is impossible to recommend or predict which brand to emphasize. Hewlett-Woodmere will want to keep abreast of developments in the film loop area and should consider experimenting with the trial/demonstration kit available from NLS. The package program stresses "how-to-do-it" instruction on such topics as - how to do the breast stroke, how to improve the golf swing, how to do the back-hand serve, etc. If the experiment proves popular locally, Hewlett-Woodmere may want to consider emphasizing this format.

Phonodiscs

The record collection at Hewlett-Woodmere dates from its origin in 1950, with the holdings now reaching 5604 titles. The adult collection is housed in the Listening Room on the main floor to the left of the exit doors. The present location offers two major disadvantages - 1) the record collection is situated in an area that is not supervisable from either the circulation or reference desk, and 2) the location of the Listening Room, in a rather secluded spot, restricts full usage by patrons unfamiliar with the present building arrangement. In addition to the record collection, shelved on the walls of the Listening Room, the library also provides two permanently installed turntables for in-house usage of the collection. Both turntables are under lock and key due to the supervision problems and resultant loss of expensive needle cartridges. The two Bogen turntables are victims of advancing technology with, for example, tonearms which are too heavy by today's standards and contribute to excessive record wear. Consideration of replacement equipment (Thorens, Elac/Miracord, or equivalent) is indicated. And instead of the lock and key technique now in use, it is also recommended that non-locking dust covers be used with needle cartridges being signed out at the circulation or audiovisual desk. Such a policy will offer the advantage of visual inspection of cartridges after each use.

A spot check of the phonodisc collection reveals that the majority are in poor condition due to improper handling by borrowers. This is not an uncommon problem among record collections with today's manufacturing practices - i.e. low quality vinyl, poor factory inspection, and low standards of quality control - aggravating the situation. However, if Hewlett-Woodmere is to maintain viability as the art and music reference library for Nassau County, budgeting for extensive replacement is indicated. A policy of visual inspection upon return may act as a psychological deterrent to careless use or abuse. In addition, the library should consider educational techniques such as distribution of flyers emphasizing good record playing procedure to stall further destruction of the collection.

Classical music has been emphasized in the collection although it does seem this policy deserves review so that the scope of the collection can be broadened to correspond to the more expansive music score collection. Consideration should be given to acquiring representative samples of all types of music. Billboard, Variety, High Fidelity, and Stereo Review are helpful in making choices. The library will also want to maintain, as well as build retrospectively, a file of Records in Review, (Wyeth Press, 1955 -).

As an example of the type correlation that should exist between the record collection and the music score collection, Hewlett-Woodmere should establish a policy of acquiring at least one phonodisc recording of each new production of the Metropolitan and New York Opera companies and for the score collection, one copy of the orchestral (conductor's) score, the piano-vocal score, and multiple copies of the libretto. Additional assistance in strengthening the record collection can be found through Newman's Understanding Music which can provide historical perspective for selecting titles.

Cost considerations plus the benefits of uniformity for county-wide use, appear to tip the scales in favor of changing from the locally devised cataloging scheme for phonodiscs to the ANSCR system which will be available through centralized processing at NLS later this year.

Juvenile recordings, shelved in the children's room, emphasize classical music, religious music, and folk music. Damage to the records is duplicated here also. Due to the size of the collection and the weight of records which limits young patrons selection, another display/storage technique appears warranted. Possibilities include the use of bins, rotating displays, or even several small displays in open areas to encourage full utilization of the collection.

Audio-cassettes

Roughly 1090 cassettes are available for patron use at Hewlett-Woodmere with emphasis on popular music and spoken work selections. This format represents the newest AV collection at the library, having been started in 1969. The collection is scattered with adult tapes stored at the circulation desk while young adult and children's cassettes are housed in the children's room. Children's cassettes include Newberry Award books and some narratives about foreign countries and American Indians; young adult tapes are primarily spoken recordings. As the co-central library for art and music, selection should be extended to quality recordings duplicated in the phonodisc collection. The library may also want to extend the scope of this collection to imported releases available from such suppliers as Peters International of New York. The director's stated plans of enhancing the cassette materials in addition to providing cassette tape players for patron loan seem worthwhile.

Open-Reel Tape

The library does not presently have the open-reel format available for patron usage. Considering the high quality reproduction available in this format though, its addition seems warranted. A listening facility with reel-to-reel stereo equipment (Uher, Teac, Sony, or equivalent) and earphones would satisfy the needs of

serious music lovers. The acquired collection should be representative of the chief periods in music literature. A valuable addition to such a collection would be properly edited versions of library sponsored concerts.

Filmstrips

Most of the 1137 filmstrips available at Hewlett-Woodmere are silent or accompanied by a phonodisc. Similar to the cassette collection, the filmstrip materials are scattered, with juvenile titles stored in the Children's Room and adult titles in the Reference Room. The Juvenile collection is largely curriculum oriented and covers standards like history, geography, biography, folk tales, and children's stories. This collection is heavily damaged and needs: 1) rejuvenation with sprocketed mylar tape where damage is not too extensive, 2) replacement consideration where warranted, or 3) discard in many cases. The adult filmstrips are primarily instructional and treat subjects such as art, music, history, biography, geography, and political science. Here again, the emphasis is on curriculum-related materials for the higher grades. Considering the fact that the future of filmstrips for adult audiences is limited due to the availability and appeal of other formats, this collection will undoubtedly see declining use. Future purchases of filmstrips should be geared to the juvenile audience with accompanying cassettes being selected where available.

Slides

The slide collection, part of the special art collection, numbers 1660 35mm mounted slides all of which are stored in the Reference Room. Art and architecture are stressed throughout the collection although some instructional slides on such topics as "birds of North America" are also available. A description of the catalog listing for the slides has already been provided in the Adult Services portion of this study. It should be stated that the promotion of slides is made more difficult by the fact that their small size limits browsing and by the fact that they are not structured to withstand excessive handling. One technique that has been used to advantage in other library settings is an automatic rear-screen projection unit or Motiva unit which could provide a continuous exhibit of various segments of the collection. An explanation of the availability of the collection for loan should be provided as part of the display. A change in storage cabinet might also be considered. The Abodia slide cabinet, for instance, provides individual protection for each slide in addition to offering an illuminated area for examination of panels of slides.

Audiovisual Equipment

For use in the Assembly Room and the adjoining gallery, the library has recently purchased two IAV 16mm projectors, a Pioneer stereo amplifier, two JBL century speaker systems, a Da-Lite screen, and two Pixmobile projection carts. All represent quality purchases that should give many years of service. The difficulty with acoustics in the Assembly Room may be improved through a trial lowering of the speaker units so that the intervening beam does not absorb sound.

The library now provides the following audiovisual equipment for loan to patrons: two Graflex 16mm projectors, two portable Da-Lite projection screens, a Kodak Instamatic 8mm/Super-8 projector, a HP model 340 filmstrip projector, and a SVE Instructor filmstrip projector. The three film projectors are in poor operating

condition and need to be overhauled not only for greater patron satisfaction but also as a safety measure for protection of loaned films. It should become standard policy for all circulating hardware to be checked thoroughly every 6 months and overhauled or replaced every 4 to 5 years. Some standard maintenance checks after each circulation like cleaning gate and film path of returned projectors is also recommended. In addition to these circulating items, the Rheem-Califone 70-TC open reel tape recorder which is presently in the Reference area and is not a quality machine should be considered for patron loan.

Film inspection at the library is accomplished with splicers, rewind, and Ecco film cleaner. Space for the inspection is a growing problem with the operation now crowded into the overflowing Reference workroom. Repair of microfilm is handled by the Hudson Quik-Splice butt splicer.

Film preview is available to patrons through use of a Kodak 16mm projector and a rear screen. Full usage of this set-up is probably restricted by its location in Reference - a non-private and heavy traffic area of the library. The service is an excellent idea though and should be an invaluable aid to persons planning programs. An informational sign ("Film Preview Here") is needed to promote usage; also an occasional non-requested preview to draw attention to the unit seems desirable. A multiple-headset outlet could be added for very little cost and would help with the disturbance factor now present without headsets in addition to encouraging several to preview a film at each showing.

The listening unit in the Children's Room contains a new Califone record player and a VM record player in poor condition. The VM unit should either be overhauled or discarded. Locking the headsets hampers usage and should be unnecessary if adequate staff coverage in this open and supervisable area is provided. At a minimum, signs indicating availability of equipment and procedure for securing access are needed.

Equipment used to dub disc recordings to cassette format includes: a Bro-Dart transcription unit with Harmon Kardon cassette deck, a Dual turntable, a Lafayette amp/preamp, and two Norelco speakers. The availability of this equipment to preserve out-of-copyright 78 rpm recordings for the music collection should not be overlooked. High-speed duplication of cassettes is accomplished by using the Bro-Dart 84-814 duplicator housed at the circulation desk. This rather delicate equipment is often in disrepair. There is no ready solution to this problem except to continue daily maintenance requiring cleaning and demagnetizing the heads and beyond this routine procedure relying on authorized repairmen.

Two portable cassette players are owned by the library -a Norelco, in need of repair, and kept in the children's department and a Hitachi which is housed in the Reference Office. In addition two standard cassette decks - a Teac 350 and a VM 1510 in need of repair - are also part of the Hewlett-Woodmere equipment list. The Teac 350 should be nearer the turntables as an alternative method of listening. Combining this deck and the Sony TA-1055 amplifier is also a possibility. To increase the equipment available for patron loan, more portable cassette players should be purchased.

Additional hardware scattered throughout the building includes: four filmstrip projectors, a slide viewer, a filmstrip viewer, a PA amplifier, an Ednalite reader,

an American optical projection magnifier, and a miscellaneous assortment of headphones, jackboxes, and microphones.

From the preceding description of the available hardware and software at Hewlett-Woodmere it is not difficult to conclude that this library is deeply committed to a philosophy of supplying non-book materials to patrons. The accomplishments are there for all to pause and admire - early use of cooperative techniques (film circuit) to expand available resources, adoption of media from the beginning stages of the library's development, continued support of experimental programs, etc. But in the audiovisual field with technology daily creating new hardware and software and thus accelerating the rate of obsolescense of existing materials and with rapid deterioration of software due to use, there is little time for glory - just an ever pressing need to maintain existing services and strive to try new methods and service patterns.

As an example of the challenges presently facing Hewlett-Woodmere in attempting to fulfill its responsibility as the co-central library for art and music in Nassau County, NCLA's Budget Statistics and Salary Schedules, 1973-74 reveal the fact that four libraries surpass Hewlett-Woodmere in phonodisc holdings:

Great Neck	13,599
East Meadow	8,630
Levittown	6,943
Long Beach	5,855
Hewlett-Woodmere	5,302

In other non-print areas (cassette tape and art prints) Hewlett-Woodmere maintains a slight edge.

Another statistical assessment was also made by comparing 16mm film usage among Hewlett-Woodmere and two other Nassau County libraries serving similar population areas. The period surveyed was May through July 1974:

	Hewlett	Port Washington	Roslyn
Community Use	5	40	5
School Use	23	166	0
Library Use	31	97	24
Home Use	21	97	34

Publicity in the near future will emphasize the latest film offerings available through NLS and may substantially change these usage figures.

It is encouraging to note the support that the citizens of the district give the library in its continuing efforts toward quality AV service. As an example of this support, the latest district vote has given approval for the following AV purchases in the 1974-75 budget: a microfilm reader printer, a microfilm storage cabinet, a cassette player-recorder, an audiovisual storage cabinet, a filmstrip cassette-viewer, and four headphones.

Perhaps the most obvious need for continued development of the audiovisual collection is space. With the collection scattered throughout the building and the adult audio-

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visual equipment relegated to a small corner of the crowded and ever busy Reference Room, redesigning existing space is a pressing need. Staff workspace is also a chronic problem. A careful look at staff work time devoted strictly to audiovisual development is also warranted. Presently, the audiovisual librarian is assigned 5 out of every 7 hours of duty at the Reference desk, away from audiovisual tasks. Plans for this fall call for a 50-50 split or what amounts to a half-time audiovisual librarian. With the expanding AV collection requiring selection, planning, and maintenance work, the half-time allowance may prove insufficient.

CHILDREN'S SERVICES

At Hewlett-Woodmere Children's Services got off to a slow start in the formative years being almost two years behind the adult collection in date of origin. The delay was caused because the Board and staff felt the services of the association library - Peninsula Community Library - which was a children's library, should not be duplicated. As a result of the postponement of services for children, this upcoming October (1974) will mark only the twenty-fifth year of operation of the Hewlett-Woodmere Children's Department. In looking at past budget allocations for children's materials, the current condition of the juvenile collection, and the amount of staff time allocated to children's activities, it is not difficult to conclude that Children's Services have not yet achieved the priority status afforded other aspects of the Hewlett-Woodmere service program.

The Children's Department occupies a sizeable portion of what was originally planned as the adult stack area on the main level but since the addition in 1966 has served as a combined juvenile and young adult room. The room is large and conveys a feeling of spaciousness that is not found elsewhere in the building. An indoor garden with a large picture window backdrop adds to the warmth of the room. Children's Services are separated from young adult activities by the placement of shelving. One of the major advantages of the present location is its immediate accessibility to the main entrance thus eliminating the patter of little feet through adult reading areas. The location of the public toilet facilities, the art gallery, which is often used for film showings, and the assembly room used for various children's presentations - all a flight of stairs or elevator ride away does present noise, staffing and logistical problems.

Hours of access to the children's collection are identical with the rest of the library. On a regular basis there are three registered picture book programs and frequent but irregular Friday afternoon film programs. At the time of the survey visit, staffing in the children's area was limited to one professional librarian with irregular page assistance and clerk coverage for hours the professional was off duty. With the nearness of the Reference desk and the closely knit staff, a rather loose arrangement for staff coverage in the children's area has developed. During the week days, the schedule calls for one librarian at the children's desk and one librarian at the Reference desk from 9a. m. - 3p. m. More often than not however the Children's Librarian becomes a "floater" and assists where needed, which has come to mean doing adult reference work with one eye on the children's room in the event a reference question develops there. With no clerical assistance, irregular page assistance, and the present staff scheduling, the Children's Librarian must search for odd moments to select, weed, prepare for story hour, file, shelve, check order slips in the catalog, create posters, etc. Without a doubt staffing in the children's area is inadequate.

There is no clear cut answer as to which library services deserve priority. Each community is different, every staff has obvious strengths, and patterns once established, are difficult to reverse. In today's economy there must be give and take in managing so that if one service is expanded another is curtailed to remain within budget restrictions. With all this taken into consideration though it is still possible that Board and staff planners may need to reevaluate the low priority given children's services at present. Help in the evaluation process may be found through a study of the findings contained in An Economic Analysis of Public Library Services which reports on a study of the Beverly Hills (California) Public Library. Among other important conclusions reached through this extensive study, Newhouse & Alexander found that "households with children make the greatest use of the library." Considering the fact that Hewlett-Woodmere has a high percentage of housewife usage (see Building Usage Results, p. V-42) and a high percentage of juvenile usage, it is probable that the findings from Beverly Hills are applicable in District #14, if not in every public library That being the case, strength in children's services is essential to the total public library program.

According to the Director $7,000 (12%) will be allocated to juvenile book purchases out of a total 1974-75 book budget of $55,550. Considering that this represents an enormous increase over past years' $2,400 budgeted juvenile allowance it is not difficult to conclude that maintenance of a juvenile collection representing 26.9% of the total library's holdings has been largely dependent on 1) low weeding levels and 2) gift volumes. To upgrade the quality of materials available, it is recommended that budget adjustments over the next three years be made until the juvenile material budget reaches 25% of the total book monies available. Such an increase in funds for this segment of the collection will also necessitate the addition of a full-time children's clerk and another full-time professional librarian assigned only children's services duties.

The children's collection is badly in need of weeding to remove outdated and worn items. There appears to be heavy dependence on "popular" series books; it is recommended that nearly all of these books should be discarded, keeping at the most two to four per series to serve as examples of their genre. Efforts toward correcting the present inadequacies must begin with the Book Selection Policy updating. The Children's Librarian reported not being familiar with the existing policy and consequently has not followed its basic tenets. A Book Selection Policy filed away is of dubious value. Revision of the present document must involve participation from all parties responsible for future implementation. Until such time as this team effort can be undertaken, it is recommended that juvenile selection be based solely on NLS recommended lists, Booklist, Hornbook, and the New York Times Book Review Section. This suggestion is offered since the first three aids are consistent in their analyses and include only recommended titles. In contrast School Library Journal and Virginia Kirkus include many inferior titles with ambiguous annotations. And until such time as an extensive weeding project can be completed, the collection more fully evaluated with the assistance of NLS's Children's Specialist or other outside consultant assistance, and the workable selection policy written and in operation, it is also recommended that no books be purchased through visiting salesmen or by popular series title. It seems essential to mention that the need for evaluation of the children's section and the need for ruthless weeding cannot wait for the estimated 4 year completion of the cyclical inventory (taking 1/4 of the collection each year) and are dependent upon more professional and clerical assistance in the Children's Department. Review of the gift policies and practices also seems warranted so that additions to the collection are made by professional librarians on the basis of the individual merits of each volume. After

the collection is reduced to its most productive limits, care must be exercised to maintain quality standards by an established weeding policy, replacement of needed volumes, and participation in the cyclical inventory process.

Currently, the juvenile department subscribes to three juvenile periodicals, among them Sesame Street and Kids. Anticipated additions include the recommended Cricket magazine. Adding six or more serial titles for this department would be a real asset. A guide to selecting titles is the aid, Periodicals for School Libraries. Sample copies of other magazines to evaluate for possible purchase should also be ordered. As a key to periodical use is the display and surrounding reading area provided, some improvements in display would undoubtedly increase accessibility to juvenile serials at Hewlett-Woodmere.

After the book and periodical collections have been dealt with attention should turn to audiovisual materials. Both the juvenile record collection and filmstrip collection need inventory and review. A brief assessment pinpoints many materials of prime value as curriculum related materials. Those items which are judged to be of value primarily to teachers in the school system should be donated to the public schools in the district. Future purchases should be geared to enrichment materials that are not restricted to curriculum usage.

Currently shelving for the juvenile volumes does not follow regular Dewey order. Since a public library serves as a valuable teaching resource for the juvenile age, it does seem that the shifting needed to correct the out-of-sequence shelving should be done so that learning about collection arrangement can be transferred from public to school to college to special library. Readers presently are shelved separately from the rest of the collection and while this is a pattern followed by numerous libraries it does seem advisable to locate them next to the picture books so that their place as only part of the total collection is recognized. It is commendable that professional tools and magazines are placed on open shelves for parent usage. Unfortunately, their present shelving, above the reference materials, makes them blend in so well as to be unnoticed. A more prominent location and identifying sign could make the service used and valuable. Paperbacks are well displayed in flat wire racks at the entrance to the juvenile department. Large type juvenile materials should find a location nearer the reach of younger children and away from the audiovisual items like phonodiscs. And while on the subject of physical access, a word should be said about the present policy of locking away the cassettes and filmstrips in addition to the already mentioned policy of locking headsets. At a very minimum, signs indicating how to proceed to secure these items are needed. And considering the poor image such a policy conveys in addition to the lost man-hours spent locking and unlocking, perhaps the method of control of all three items should be changed.

The Director expressed a great deal of enthusiasm for developing more extensive school-public library cooperation. During the spring the Director, the Children's Librarian and other staff made personal visits to every K - 5th grade class in public and private schools primarily to promote participation in the joint public library - school sponsored Summer Reading Club. Such an extensive project should provide the communication avenues needed for the Children's Librarian to become familiar with the school library collections, services, and staffs through repeat and regular visits. It is also recommended that schools be invited to bring classes for visits regularly and that a procedure be established for assuring that all students become public library members. The recommendation has been made elsewhere but should

be repeated here that the collection not be geared to assisting teachers in providing classroom materials - a policy that has apparently developed due to 1) restricted budget levels which limited materials selection and 2) the constant use of the public library facility throughout school hours by students from the elementary and junior high schools adjoining the Hewlett-Woodmere property. Materials should instead be purchased with a view toward enrichment of classroom projects, as well as provision for recreational and informational materials. It is particularly important that students from more distant schools such as Ogden and Hewlett be afforded the opportunity to become familiar with the public library's services for their age group.

The present policy of providing access to the adult collection through issuance of an adult card at 9th grade or age 14 has been noted in the Adult Services portion of this report. As it is a well recognized fact that many children are ready for adult level materials at a much earlier date it is also important to have a written policy covering earlier access whether of reference materials or other adult volumes. At Hewlett-Woodmere many of these decisions are left to the discretion of the circulation desk clerk, although the policy calls for parental permission for earlier use. Such a practice causes arbitrary decisions and places unnecessary responsibility on clerks. Policies should be workable or redesigned to be workable. At Hewlett-Woodmere the proposed merger of the young adult materials into either the juvenile or adult collection, depending upon the level of each title, will necessitate some change in policy to allow young adults access to materials formerly part of their special collection.

The most heavily promoted children's program is the Summer Reading Club which reportedly attracts 500 youngsters during the three summer months. The accompanying materials purchased from commercial sources this past season emphasized the Bookworm theme. An inordinate amount of staff time is consumed by classroom promotion of the club and children's follow-up reports on each book's contents. The recommendation is made that future summers see a process of de-emphasizing the club and substituting in its place a balanced summer program with emphasis on originality. Children should not be required to report on predetermined numbers of books they were coerced into reading, but ought to be encouraged on an individual basis to develop critical awareness, find pleasure in reading and be provided with outlets for creativity. This can be accomplished through a balanced book collection, book discussion clubs, library magazines, storytelling programs, etc.

There are no evening children's programs of a regular nature with the three previously mentioned picture book hours occurring during the daytime. A trial program of storytelling during the evening hours for older children should be attempted. The regular story hour as well as any trial programming deserves wide publicity with notices appended to school lunch menus and posters stationed throughout the district in addition to the space now allocated to children's activities in Overleaf. It is also recommended that registration for the picture book sessions be dropped to allow greater flexibility for mothers. The irregular Friday afternoon film programs should be scheduled on a regular basis regardless of frequency so that patrons are not disappointed by changing patterns. More staff hours should allow for the development of a fuller range of activities with storytelling or discussion groups for older children alternating with the film programming, for example. Consideration should be given to attempting Saturday programs for the juvenile set again, making certain that the test project is of sufficient length to be conclusive in addition to saturating the district with promotional materials throughout the test period.

The media center concept for juvenile materials has come to be widely recognized and deserves to be incorporated into planning for facility changes. Wet carrels, or individual stations supplied with electrical outlets, should be available in the juvenile department so that existing and/or future equipment can be utilized to best advantage. At such wet carrels, rear screens could be used with 16mm projectors, film loop projectors, filmstrip projectors, and 8mm projectors. Headsets are a vital part of the wet carrel arrangement so that individual patron needs can be satisfied without disturbing a whole room. Phonograph equipment and cassette and open reel recorders could also be utilized in the wet carrel. The variety is limitless and therefore highly desirable. The activity area approach used in media centers also seems worthy of incorporation into future plans but here again the idea of "activity" such as games or projects requires a level of staffing not supplied at Hewlett-Woodmere presently.

The services provided by the Nassau Library System for children's departments in member libraries include preparation of the "Children's Monthly List," consultant services, monthly book review meetings, children's film previews, creation and distribution of children's bookmarks, workshops, compilation of replacement lists, coordination of WHLI Story Hour on the Air, circulation of exhibits and displays, maintenance of a Signed English collection for examination and interloan by member libraries, etc. Due to the low staffing level at Hewlett-Woodmere, the Children's Librarian is seldom able to take advantage of workshops, film previews, and monthly meetings which supply invaluable inservice training and the chance for examination and review of the latest materials. Hopefully, additional manpower in the children's section will allow time to participate in more of these activities. In looking back at the use Hewlett-Woodmere makes of the "Children's Monthly Lists," only 25 titles were ordered from J98 which listed more than 150 titles. It is possible that these titles had previously been ordered through other sources, of course. But the pattern appears to hold true for other spot checks - from J97 only 43 out of a possible 168 titles were ordered, from J95 a low of 39 titles was purchased from a possible listing of 243. Budget limitations may have prevented more extensive ordering; if this is so, there is more reason than ever for a sizeable increase in available funds.

REFERENCE

It really is impossible to spend very much time in the Hewlett-Woodmere Public Library without being favorably impressed with the quality of Reference service being offered. Many a manager would gladly pay to gain an inkling about what factors are conducive to producing the dedication and desire to assist patrons that is evident among the Reference employees. Not only through observation during the survey period but also through working with these staff members in their capacity as reference librarians at the co-central library for art and music, it has become plain that they deserve the highest ratings for the concern displayed and the amount of effort they are willing and able to expend in pursuing information.

Reference materials and the reference desk are located in the main level room originally designed as the children's department. Consequently, the garden area, planned as the site for children's story hour, is adjacent to the reference area and provides a pleasant view through double glass doors. Wall space in this room is really at a premium with three of the four walls containing entrances and exits that make the best arrangement of stacks and desks and study area impossible. The staff,

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however, has hit upon an arrangement that apparently is quite workable although in other situations the reference desk placement - located at the front of the room with no supervision of back stacks and carrels possible - would create difficulties. With the mobility of staff in responding to patron requests however, the lack of supervision from the desk presents no problems in this library. In addition to the reference desk, the room houses ready-reference materials in a stack range beside the desk; the entire reference collection (excluding older reference periodicals stored on the first level) in stacks immediately behind the desk area; an audiovisual equipment table with microfilm readers, reading aids, rear screens, etc.; the vertical files; a picture collection; adult filmstrips; the art-slide collection; and reader carrels. For the amount of floor space required, the carrels, which will each provide for only four readers, are really an extravagance.

One of the real problems for all the Reference librarians is a lack of adequate work-space in which to do selecting and other off-the-desk projects. The small reference office is packed beyond belief with stacks of valued art books, storage for the deposit collection of talking books, an area for film inspection, closed stack storage for business publications, desks for the reference librarians and the audiovisual librarian, etc. In addition this area serves as the main passageway for employees to reach the basement staff room and the toilet facilities. In effect there simply is no space for work requiring concentration for any period. Changes in work area allocation deserve priority consideration.

Reference falls under the supervision of the Chief of Public Services and directly under the Head of Reference. Two Senior Librarians are assigned specifically to Reference duties. Due to the number of hours requiring coverage however, librarians from throughout the staff are also assigned reference shifts ranging from a few hours a week to three-fourths or more of their normal work week. Librarians involved in pinch hitting at the Reference desk include the Chief of Technical Services, the Art and Music Librarian, the Audiovisual Librarian, the Children's Librarian, the Young Adult Librarian, and all part-time librarians. In fact, every professional at Hewlett-Woodmere except the Director and a Junior Cataloger spend time during each week at the Reference desk and plans are for the Junior Cataloger to devote half of her work week to the children's department when the inventory is completed.

Scheduling for the library calls for two librarians on duty all weekdays from 9a. m. - 3p. m. - theoretically, one at the Reference desk, one at the Children's desk. From 3p. m. to 6p. m. every weekday there are five librarians on duty - theoretically, two at the Reference desk, two in the Children's Department, and one in the first level stack area. Monday - Thursday there are three librarians manning stations from 6p. m. to 9p. m. On all open hours during Saturday and Sunday there are four librarians working except for the period 3p. m. - 4p. m. on Saturday when five librarians are on hand. For one week's time, professional coverage is needed at the major desks for a total of 220 manhours. With the normal allowances for sick leave, vacations, etc. it would require eleven Full Time Equivalent professional librarians to cover this full schedule throughout the year. And although the plan calls for equal coverage between Children's and Reference it has already been stated that such is seldom the case, leaving most of the 220 hours for Reference. According to the Staff Listing prepared by the Director and dated May 24, 1974, there are nine full time professional librarians (excluding the Director) and four part time professional librarians to cover all segments of the Hewlett-Woodmere service program. Stated simply, the available staff is inadequate to cover administrative responsibilities fully, allow for proper collection development, plan and attend special programming, develop the specialties that exist, accomplish the technical service work, etc. and still allow for the desk coverage that is scheduled presently. The solution to the problem may not necessarily be more staff

on the payroll either. Certainly the existing staff schedule should be compared with the results of the usage survey (See pages V-39 - V-43). Before schedules are changed on the basis of only a three day sample, a repeat usage survey may be desirable. It does appear though that the present pattern of three professionals for the weeknight shift from 6p. m - 9p. m. could be cut to two professionals with a paraprofessional covering the lower level stack supervision, since a low ranging from 4 to 6.7% of total traffic is in the library those hours. Backup support for the librarians on duty would mean page assistance, of course. Some adjustment in the 5p. m. - 6p. m. shift is also indicated from the results obtained, as only 8.1% of the daily patron load frequents the library during this hour. If the staff can make do with two professionals from 2p. m. - 3p. m. when 10% of the daily patrons are in the library then five professionals for the 5p. m. - 6p. m. (8.1% shift are too many. It would, of course, be most desirable to know not only patron traffic patterns but also reference traffic patterns. If, for instance, 15% of the total daily reference requests come from the 4% of the total patrons present from 6p. m. - 7p. m. each night, then a cut-back in professional staff hours at that time would be unfeasible. At present, there is no data on reference usage at Hewlett-Woodmere by peak hours, age of users, type of questions or in any other breakdown. It is definitely recommended that the staff do some in-house reference usage surveys in order to most effectively deal with the problem of adequate staff coverage. Recent surveys conducted by other institutions facing similar staffing problems have found that, on the average, 20 minutes of each hour of reference duty is actually devoted to patron assistance while the other 40 minutes is spent 1) waiting for questions and 2) giving directional assistance (Where's the bathroom? Where's the pencil sharpener?) which could more economically be handled by pages or clerks. As the studies were conducted at college and university libraries it is possible the results are quite dissimilar from the pattern at the Hewlett-Woodmere Public Library - only a thorough analysis would tell. But the 20 minute average figure does seem to indicate, that more efficient use of the highly paid professional's time is desirable if an institution is to receive the most benefit from the salary dollar. Perhaps the use of paraprofessionals at a filtering desk is the best solution so that the questions requiring professional guidance are passed to librarians located away from the front desk where they would be free to select, plan, keep abreast of the library literature, etc. during free time without creating an undesirable public image at a main desk by appearing too busy to interrupt.

Having grown from a one book, one woman library to a complex institution in a mere twenty-seven year span, it is only natural that much cross training of job skills exists. And while a degree of cross training is desirable to allow for illness and vacations, Hewlett-Woodmere has reached a size that demands diversification and departmentalization. It is no longer practical to expect the Children's Librarian to man the Adult Reference desk when Children's Services require full-time attention. The same is true of the Chief of Public Services who fills a position requiring attention to administrative problems that will leave little or no time for Reference desk duty. The addition of an Art and Music specialist should signal changes in the handling of art and music reference questions so that knowledge of these specialized collections is gained and strengths and weaknesses discovered thus allowing collection development to proceed logically.

The Reference collection itself reflects the policy established by the Board in 1952 of not duplicating materials. Thus volumes accessioned as Reference are only those books which are clearly Reference with little duplication between the Reference room collection and materials in the adult circulating collection. As a result of this

policy, titles that have some Reference value but fall in that "gray" area between reference and circulating materials are placed in the circulating collection. This requires a heavy reliance upon the circulating collection to satisfy a high percentage of requests - meaning that the Reference librarians are quite mobile and make frequent trips to the first floor stack level. This situation also adds to the staffing difficulties since it is quite apparent the desk assignee cannot be two places at once, so another librarian must stand in while searching is done on the other floor. In addition, items such as travel guides (latest edition only), auto repair manuals, and area handbooks - all of which would be useful in both circulating and Reference - are restricted to Reference. With a growing book budget and demands for expanded service in other sections of the library also growing, it does seem that a careful analysis of the policy should be made by the Reference staff to determine if more duplication at this stage is not highly desirable. If the policy is changed, literary criticism and "how-to" books should be added to the Reference section.

The Reference collection's shelves are crowded at present which means that each new volume must be squeezed into place. Some minor removals might help alleviate the situation temporarily, including: the Great Books set, Harvard Classics, and American Heritage - which do not require Reference room space, and back editions of Scott's Postage Stamp catalogs which could be deleted from the collection. In addition the present practice of retaining strict Dewey order for all items - except some bibliographic aids, used primarily by the staff, and the Readers Guide - is taking away valuable shelf space. Under the present plan, indexes, encyclopedias, college catalogs and most almanacs are in Dewey sequence. While this plan may eliminate the need for location directions, it does not provide the greatest patron convenience. Indexes and encyclopedias should be placed on index tables or shelved near reader seating, not in an aisle of standard width. It is also possible the staff may want to place some indexes on top of the file where Deadline Data has recently been removed. The file would give patrons a writing surface to make most efficient use of the materials.

$10,000 is now assigned for the purchase of reference books and is apparently adequate considering both the policy of non-duplication and the crowded nature of the Reference collection which limits much growth. If more space is found for housing the collection, then an increase of as much as 50% in budget might be desirable to allow for the duplication that appears warranted.

The tight staff schedule that exists has probably not allowed time for production of special information files. It would be useful though if a local information file could be acquired and a file of difficult or frequent questions begun. Hewlett-Woodmere is not involved in the NLS sponsored pilot projects of Information and Referral and has not devoted special attention to providing and serving as the access point for citizens to the whole array of social, governmental, and private agencies' services. Two factors have delayed entry into this specialized reference function: 1) lack of staff time to take on added assignments and 2) a population that has the economic resources needed to explore on an individual basis, solutions to daily problems. I & R may not have a large future for Hewlett-Woodmere but it does seem that more attention should be given to development of informational files for Adult Continuing Education. Hewlett-Woodmere presently serves as the locale for some Adelphi classes but no staff member is assigned definite responsibility for keeping abreast of new developments in the field or of alerting the public to developments and resources for Independent Learners.

Both the picture file and the pamphlet file are assigned to individual staff members for maintenance. The picture file occupies three file cabinets and contains magazine

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and other picture clippings stored in manila envelopes and accessible through subject heading cards. This collection was purchased in bulk and contains many novelty items but usage is limited since the materials do not circulate. Adjacent to this picture file is a vertical file of art prints, mounted on cardboard, which do circulate.

Development of the microfilm collection of periodicals is keyed to the plan of replacing heavily used titles. The microfilm readers are housed in the Reference room with the collection itself located in cases behind the card catalog - away from the Reference area. The difficulty with supervision from this location requires a locked case arrangement as in other instances throughout the library. Quite a lot of staff time is lost to retrieval of microfilm with this layout though and since all factors indicate growth of this collection it becomes essential that another site for storage be found.

Hewlett-Woodmere has traditionally been an extremely active participant in Interlibrary Loan, especially as a borrower. The library is not and has not been in the past a heavy supplier of interlibrary loan materials for other member libraries via the Union Catalog. This factor is greatly offset though by knowledge of the amount of detailed reference work performed by the staff in support of their role as the co-central library for Art and Music.

TALKING BOOKS

There are 14 patrons, a school, and 3 nursing homes registered at the Hewlett-Woodmere Library for Talking Book service designed for the blind and/or physically handicapped. Twelve of the individual patrons are adults with the two remaining patrons being young adults. There are no children registered although the possibility is high some juveniles in the immediate area would benefit by the program if they were fully informed of the service possibilities. Recent television spots about the existance of this Library of Congress sponsored project may assist in alerting new participants. Four of the fourteen readers reside beyond the boundaries of U. F. S. District #14, in the unserved area of Valley Stream. It is laudable that Hewlett-Woodmere is willing to reach out to these eligible patrons in areas not served by public libraries. The nursing homes include: the Earle Nursing Home, the Five Towns Health Related Facility, and the Woodmere Nursing Home. The school registered is the Lawrence Road Junior High School which has equipment and loaned books for 15 eligible students. The Health Related Facility however, apparently makes the most use of the services. At present they have at least nine Talking Book machines and cassette players for the 40 to 50 residents.

Additional services provided for the citizens of the area include 1) a deposit collection of 90 - 100 Talking Books and 2) home-bound delivery of Talking Book materials by the custodian who uses the mini-bus on the routes - wherever possible though, patrons are encouraged to stop by the library for requests. The deposit collection is certainly to be encouraged as patrons can have more ready access to the materials at this local deposit. Before a title is added to the deposit collection, it should be cleared through the NLS Talking Book Office so that any outstanding reserve requests for the title can be filled.

The inadequacies of the present system of handling Talking Book registrations at Hewlett-Woodmere need some attention. Some of the patrons should be contacted to determine the status of their loans of equipment and reminded about the availability of service, for example. During the upcoming months, NLS will be working toward development of guidelines that should assist with record handling.

According to the 1970 census, the population for U. F. S. District #14 is 23,711. Using the Library of Congress figure of 3.7% of the population being blind, visually and physically handicapped, Hewlett-Woodmere should have a potential of 877 Talking Book borrowers. As only about 7% of the potential patrons are being served, it is apparent that improved communication about the availability of service is needed. As a start in this publicity campaign, this fall NLS will provide multiple copies of letters which may be mailed to opthamologists, neurologists, etc. in the district. To attract more of the juvenile age, Hewlett-Woodmere should send write-ups to school newsletters which reach parents and should also contact local PTA's to arrange exhibits or other information for meetings.

YOUNG ADULT SERVICES

Traditionally the Young Adult section of the Hewlett-Woodmere Public Library has been designed for 7th, 8th, and 9th graders, stressing materials for the slower reader and the younger child rather than the mature young adult. This philosophy is spelled out in the sections dealing with Young Adults from the Book Selection Policy. For instance, it is stated there that young adults seeking more depth in reading materials "will be encouraged to use the adult collection." Within the past year there have been some shifts away from this policy to a more liberal view of the wide range in age that encompasses Young Adult Services. Such a change should be reflected in an updated Book Selection statement for this age group.

The area set aside for Young Adult volumes is part (about one-third) of the room also housing children's materials. A divider between the two areas is provided by shelf arrangement and table placement. However, locating young adults in a juvenile area is not a satisfactory arrangement, particularly if the collection is to serve any high school students. In the Young Adult area, books, paperbacks, and periodicals are housed. There is no separate Young Adult Reference section, with assistance in this area provided by either Juvenile Reference or Adult Reference, depending upon the age level of the patron. Audiovisual materials are scattered among the Juvenile collection for lower level materials and the Reference room which houses art slides and the Music Listening Room where phonodiscs are placed. Posters of interest to young adults are in bins in the Juvenile section. With the scattering of materials in the building, a young adult must be something of a sleuth, even with the assistance of the entry way directory, to locate the materials needed.

Weeding is perhaps the number one priority for the Young Adult area. Some weeding of this collection has been taking place as the 800 and 900's are inventoried. Plans call for reducing the size of the collection to a core occupying two to three stack ranges at the maximum. As the inventory progresses, materials are divided between the Juvenile and Adult collections. Suggestions for most efficient handling of the cataloging changes involved in this process are outlined in Chapter VI. When the process is complete the Young Adult collection should consist of fiction titles of particular interest to Young Adults and non-fiction written especially for this age group. A section on adolescence including as many titles as possible on sex education should also be provided. One key to the success of the new collection will be the relevancy and size of the paperback section. In addition, the Young Adult Librarian should be free to maintain a floating collection of materials from the adult collection to highlight on the Young Adult shelves. Selections from the adult collection can be

reshelved in the adult stacks after circulating so there should be no need for any cataloging changes. This policy of reshelving will also encourage a constant turnover in floating volumes thus assuring currency. During the weeding process, the number of duplicates should be lowered and strictly curriculum oriented materials removed.

Placement of the core collection is vital to the success and use it is to receive. Discussion has focused on the main level stack range opposite the elevator and the new books section. Hopefully, a more choice location away from this major traffic area, near the reference materials, and capable of providing lounge seating or large pillows for recreational reading can be found. Certainly, the area should also have potential for bulletin board displays and poster displays. It would be ideal if audiovisual facilities were nearby or part of the area itself. Listening carrels, phonograph equipment, and cassette machines - all with headsets - should be available to the young adults.

Selection for the Young Adult book collection is accomplished by the Young Adult Librarian using both the recommended lists compiled at NLS and standard review media. In the past, selection of non-print materials has not involved the Young Adult Librarian to any great degree. Future selection of cassette recordings, posters, filmstrips, films, etc. should receive input from the YA specialist on the staff who is aware of the interests and needs of local teenagers. A great deal of information about the latest available materials is provided on a monthly basis through attendance at NLS Young Adult meetings. Hewlett-Woodmere was represented at only four of the ten 1973 sessions and two of the six 1974 sessions held thus far. As part of the process of sharing in the large job of reviewing new titles, the Young Adult specialist occasionally critiques books for the NLS monthly YA list. It is recommended that more time be allotted to meetings, workshop, and other inservice training and that a more active role in review of new titles be undertaken so that added familiarity with new materials can be gained.

Staffing of the Young Adult area presently involves the scheduling of a portion of the Young Adult Librarian's work week. During the remainder of the work week, the Young Adult Librarian assists with Juvenile programming, Reference desk assignments, substituting for ill or vacationing employees, etc. Such an arrangement is inadequate to allow for ample coverage in the Young Adult area and provide time away from desk duty to select materials, plan programs, weed, review, plan for collection development, etc. Page assistance is sporadic and more often than not the Young Adult Librarian is forced to shelve books, a highly paid assignment for a professional librarian. Based upon population size, the building usage survey results which show a high level of Young Adult use of the library, and the job responsibilities, it is suggested that adequate staff for the YA section would be a full-time librarian whose assignment includes only YA activities in addition to full-time clerical assistance. For hours when the Young Adult specialist is off-duty, another librarian should be cross-trained to fill-in. And, in fact, all staff members should be indoctrinated with teenage needs and interests through in-service training so they are better able to assist with use of other collections in the building.

The portion of the budget assigned for Young Adult purchases has been far too low in the past. Currently, $2,400 is set aside for book purchases in this area with paperbacks and non-print items part of another budget category. The future plans of apportioning 15% of the adult budget to young adult purchases should be perfectly adequate once the core collection is in operation.

School - public library cooperation for this age group is closely related to efforts of the Library Director to work more closely with school personnel to supply enrichment materials, anticipate assignment requirements, and in effect coordinate more closely the needs of both public library and school. The Young Adult Librarian will also want to take an active role in furthering cooperation by becoming familiar with school librarians, teachers, and school library collections in both public and private institutions.

The special service that was under discussion for supplying homebound youngsters with library materials through use of the mini-bus sounds like a very worthwhile project. Certainly, the Young Adult Librarian will want to promote wherever possible the Talking Book Service which is now only reaching 17 young adults in the area. Knowledge of teenagers needs may be available through school cooperation so that the homebound or handicapped will be assured recreational reading materials.

The newest venture for Young Adult Services is Underleaf - a publication announcing programs of special interest to this age group, containing works by teenagers, recent additions to the cassette collection, etc. Hopefully, the minor problem of arriving at the most satisfactory method of distribution will be found, so that a large sampling of young adults can be made aware of the services.

STATISTICAL RECAP

More detail about the development of the collection (both Adult and Juvenile) is provided by the following three charts compiled from data submitted by the Hewlett-Woodmere Public Library in annual reports to the State:

CHART I - Library Holdings

	ADULT			JUVENILE			
Year	Fiction	Non-Fiction	Total	Fiction	Non-Fiction	Total	GRAND TOTAL
1969	13,281	45,094	58,375	10,954	14,487	25,441	83,816
1970	14,115	49,933	64,048	11,446	15,235	26,681	90,729
1971	14,866	53,667	68,533	11,691	15,662	27,353	95,886
1972	15,225	58,570	73,795	11,761	15,997	27,758	101,553
1973	15,832	60,260	76,092	11,765	16,279	28,044	104,136

CHART II - Books Added

	ADULT			JUVENILE			
Year	Fiction	Non-Fiction	Total	Fiction	Non-Fiction	Total	GRAND TOTAL
1969	775	2,587	3,362	439	817	1,256	4,618
1970	1,002	5,312	6,314	688	1,008	1,696	8,010
1971	929	4,171	5,100	571	787	1,358	6,458
1972	1,100	5,791	6,891	420	961	1,381	8,272
1973	1,171	5,969	7,140	419	928	1,347	8,487

CHART III - Books Withdrawn

	ADULT			JUVENILE			
Year	Fiction	Non-Fiction	Total	Fiction	Non-Fiction	Total	GRAND TOTAL
1969	97	285	382	413	308	721	1,103
1970	168	473	641	196	260	456	1,097
1971	178	437	615	326	360	686	1,301
1972	741	888	1,629	350	626	976	2,605
1973	564	4,279	4,843	415	646	1,061	5,904

From the figures in Chart I, the percentage distribution between Adult and Juvenile holdings can be calculated. In the year 1969, the Hewlett-Woodmere collection was 30.3% Juvenile and 69.6% Adult. Using the previously stated formula of 1/4 Juvenile titles, 1/4 Adult fiction, and 1/2 Adult non-fiction titles, it is obvious that an imbalance in the Juvenile collection size existed in 1969. Knowledge of the amount of funds allocated to juvenile purchases which was consistently low, plus on-sight evaluation of the collection's present condition lead to the conclusion that the large size of the Juvenile collection in 1969 and even today is a direct result of low weeding, not excess buying. During the five year period, the balance in the collection has shifted, so that the 1973 report reflects 26.9% Juvenile holdings and 73% adult titles. The manner in which this change has occurred is reflected in Chart II and III.

In Chart II, the "Total Juvenile Books Added" (1,256) accounts for 27.1% of the total additions made to the collection. But by 1973, the figure for "Total Juvenile Books Added" of 1,347 represented only 15.8% of the "Grand Total" figure for all additions. Thus while it is difficult to say with certainty, it appears that the stated problem - Juvenile collection too large, by accepted standards, in proportion to the rest of the collection - was remedied with a conscious policy of increasing the Adult book budget, particularly in the Adult non-fiction category. This assumption is true only to the extent that there was an awareness of the imbalance. In fact, the policy may have actually focused on the committment to the growth of the Adult non-fiction section with much less concern with the effect such a plan would have on the Juvenile collection. In any event, whatever the stimulus, the end result is the same. By 1973, additions to the adult book collection had nearly doubled from the '69 figure of 3,362 to the 7,140 total in '73 while the Juvenile additions remained essentially static, with 1,256 volumes added in '69 and 1,347 volumes acquired in '73 - only 91 more books than five years earlier.

Chart III shows a clear picture of the low and erratic pattern that weeding has followed during the five year period. Certainly, a discard policy should be instated so that consistency in the collection's condition and currency is systematically maintained. Just a quick glance at adult fiction weeding in '69, '70, '71, signals a real need for a spring cleaning to toss out items that have not circulated in the past three to five year period.

Before moving on to the last chart, it should be noted that the Grand Total of Library Holdings from Chart I falls well above the recommended minimum of 2.75 books per capita outlined by Wheeler & Goldhor (p. 554) as well as above the suggested

3 books per capita at the other end of the scale. Using the formula, Hewlett-Woodmere should have between 65,205 and 71,133 current volumes in good condition.

The 19th edition of The Bowker Annual of Library & Book Trade Information includes the fact that 39,951 new books and new editions of books were published in America during 1973. In that year, the budget available for book purchases at Hewlett-Woodmere allowed for acquisition of 21.2% of the published materials. It is highly likely that with more reliance on the centralized purchasing available through the Nassau Library System the Hewlett-Woodmere Public Library could have increased this percentage (see explanation Chapter VI - 11, 12).

CHART IV - Budget Breakdown

Year	Total Income	% Library Materials	% Salaries Expense	% Other Expenses	% Total Other Disbursements	% Unexpended Cash Balance
1969	$421,360	8.0	56.2	12.8	14.8	5.9
1970	451,545	8.5	60.2	12.0	10.8	2.8
1971	501,592	9.6	59.4	10.6	8.3	11.3
1972	582,949	10.1	60.1	10.3	8.2	8.3
1973	613,430	10.5	64.7	12.6	6.2	5.2
	Recommended	18-20%	60-65%	20-25%		

The last Chart (IV) on Budget Breakdown is included to show graphically the distribution of income within the last five years. At the bottom of the chart are recommended percentage breakdowns to offer a suggestion about a possibly desirable plan. It should be noted that the suggested figures have built-in flexibility to allow for the changes that may of necessity occur with the current uncertainty about inflationary patterns in categories ranging from book costs and fuel costs to salary adjustments designed to follow the cost-of-living needs. The recommended percentage formulas are not iron-clad either and may require other adjustments as time progresses.

The column headed "% Total Other Disbursements" represents yearly note payments by the library. Next to that column, the "Unexpanded Cash Balance" percentages include cash on hand as well as invested capital for all years except 1969 when there were no invested funds. In 1970, Hewlett-Woodmere had $5,000 invested in a Certificate of Deposit; in '71, the invested sum rose to $20,000 which was placed in a savings account; in '72, $30,000 was in a savings account; at the beginning of '73, $30,000 was in a savings account but half of this amount was withdrawn during the year leaving an average of $18,000 in savings for '73.

From the chart it seems apparent that a low percentage of the overall budget is parceled out for book purchases. Such a quick conclusion however does not take into consideration 1) the additional book purchases possible through co-central library funds, 2) the size of the present book collection which far exceeds present standards, or 3) the library materials budget per capita figure which is higher than the average. If many of the recommendations contained in this report are to be included in future budgets however, it is possible more of the total budget will need to be earmarked for

library materials. Collection building in the Juvenile area, the phonodisc collection, the film collection, etc. will all require rather substantial budgetary commitments.

THE LIBRARY'S SERVICE PROGRAM

The two distinguishing features in the growth of the Hewlett-Woodmere Public Library are 1) the specializations that were developed from the early years of existence and 2) the early commitment to programming that has also been developed along specialty lines. Libraries at Large lists the "Expected Functions of Contemporary Public Libraries" as:

1) Provision for the education-information needs of the community, and
2) Provision for its cultural needs, and
3) Provision for its recreational needs.

In the case of the Hewlett-Woodmere library, emphasis has obviously been placed on the second function - cultural needs - through commitment to the Art and Music collections, the provision of an art gallery, the presentations such as concerts, foreign films, etc. The first objective has not been slighted in the process though since the Reference function receives a priority status of some note. The third function is perhaps the least stressed - for example, the current adult fiction collection falls below the recommended size level. But even this basic tenet is given consideration through the overlapping process that occurs between things cultural and things recreational. And, at Hewlett-Woodmere as in many other public library facilities, such basics as providing district citizens with a logically arranged, classified collection of materials, assisting patrons with time saving services of reference and reader's advisory, circulating items from the collection within policy guidelines, and fostering use of the collection through communications media such as news articles and library brochures and through additional programming like story hours and feature films, are part and parcel of the daily operation.

The library is open 69 hours a week during all but the summer period from July 4th to Labor Day when the schedule is 48 hours weekly.

Winter Hours (September to July)

Monday - Thursday	9 - 9
Friday	9 - 6
Saturday	9 - 5
Sunday	1 - 5

Summer Hours (July to September)

Monday - Thursday	9 - 5, 7 - 9
Friday	9 - 5

From a Director's report dated May 24, 1974, the following staff was available to conduct the services of the library:

Classification	Number
Library Director	1
Senior Librarian II	2

Classification	Number
Senior Librarian I	4 (full-time)
	3 (part-time)
Junior Librarian	3 (full-time)
	1 (part-time)
Clerk	15 (full-time)
	4 (part-time)
Page	10 (part-time)
Custodial	4

On the following page, a chart of the library programming for the past year can be found. The figures for average and total attendance are estimates although, in the future, the library would find it profitable to maintain a more accurate count for concerts, film programs, etc. so that future planning will reflect audience response, budget estimates will have some factual basis, etc. From the chart, it can be seen that story hour, concerts, plays, and film programs comprise the bulk of library sponsored activity.

By flipping through the last year's issues of Overleaf, the quality of special program offerings is readily apparent. For the juvenile set, regular picture book programs were held, irregular Friday afternoon film programs were offered, a special children's poetry reading was scheduled, a bus trip to the Westbury Music Fair was provided for fee-paying participants, and during the summer, the minibus made stops at elementary schools for story hours. For young adults a guitar workshop was planned, films were schedule on an irregular basis, a bus trip to the American Shakespeare Festival's production "Twelfth Night" was provided for teenagers purchasing tickets, a poetry workshop was held, and at least two other planned programs had to be cancelled at the last moment due to various extenuating circumstances. The remaining offerings were primarily designed for adults or family groups and included three theatrical productions - "The Proposition," "The Last of the Red Hot Lovers," and "The Mikado" - all offered for a nominal fee to district citizens with special lower rates for senior citizens except for the operatic musical which was free to residents. Partial funding for the off-Broadway play was provided through a grant from the New York State Council on the Arts and was presented in cooperation with the South Shore Cultural Arts Center. Presentations of the cooperative Nassau Library Music Circuit included a production of various songs of American Indians. Other recitals featured pianists, Juilliard students, and the young Suzuki violinists of the district. The Hofstra Quartet was commissioned by the Nassau County's Office of Cultural Development for a recital at Hewlett-Woodmere. In cooperation with the Long Island Book Collectors, three rare books exhibits were displayed in the inner lobby at the library including: 1) children's book collection - horn books, etc. 2) Eugene O'Neill papers and signed copies, and 3) autograph collection - Martin Van Buren's signature, etc. Through the diligent efforts of the Director, the Metropolitan Museum agreed to circulate an exhibit of ancient Egyptian writings - an event gaining national publicity for Hewlett-Woodmere Public Library. An offshoot of this exhibit was the Hofstra University sponsored adult education series of 3 courses - Art of Ancient Egypt, The Occult, and Chinese Civilization and Culture. This fall series was on a tuition, non-credit basis. During the past spring two other topics - The Great Religions of Man and Self Awareness - were also offered under the same Hofstra project. In cooperation with Adelphi University plans are for the library to offer space and reference back-up for Independent Study programs leading to an undergraduate degree or a Masters in Business Administration. Another key program at Hewlett-Woodmere is the feature film series of American and foreign film classics and contemporary films. The series is offered in conjunction with the Peninsula Public Library and has included such titles as "True Grit" and

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HEWLETT-WOODMERE PUBLIC LIBRARY
SCHEDULE OF PROGRAM ACTIVITY

Library Sponsored Activity	Frequency of Activity	Total Number of Meetings - 1973	Average Attendance at Each Session	Total Attendance for all Sessions
Summer Reading Club	Each summer	1 Awards Program		509
Library Concert	1 a month	12	100	1,200
Pre-School Story Hour	12 a month	108	20	2,160
School Class Visits	4 a month	36	25	900
Meetings of Groups (non-library sponsored)	52 a month	520	40	20,800
Film Program	3 a month	36	80	2,880
Displays & Exhibits	4 a month	48	36	1,728
Plays	3	3	250	750
Book and Author Luncheon	1 a year	1	180	180

various Czech and Russian productions. Lastly, opera bus trips into Lincoln Center are provided for local residents. Background on one of the performances was available to residents through a pre-opera lecture arranged under the auspices of the Metropolitan Opera Guild.

Within the building itself, programs are held in the lower level assembly room which has acoustical problems requiring sound experimentation for each performance or film showing. This room comfortably seats 100 and so is often too small for the most popular offerings. Concrete blocks form the walls of the room with dark gray mats running around the midsection of each wall for art displays. The room is seldom used for displays however because of the general unattractiveness of the room due to storage of chairs and equipment and other physical qualities. Film showings are accomplished by using the art gallery as the projection site. Reading the foreign language subtitles also presents problems since the floor has no gradation and all viewers are on the same level. The minuscule stage is inadequate in size and therefore is seldom used. The staff should experiment with using the stage as the projection booth and moving the audience around to face south.

Adjacent to the assembly room is the art gallery which also is used for programming upon occasion. Here the Friday afternoon film showings for children are held. In addition this area has been used as a waiting area for mothers with youngsters in story hour.

On the main level, the conference room off the children's area is used for story hour. This room doubles as a staff conference area and storage room for the foreign language collection. Ventilation is not the best and the atmosphere is generally not the most desirable for children's enrichment.

For the large theatrical productions sponsored by the library, the Woodmere Elementary School auditorium is used. How much longer this arrangement can last is in some question though as the school is destined to be phased out in a few years as a result of the drop in school age enrollment.

The proposed budget for 1974-'75 programs allots $2,750 for children's programs. Planning for next year's children's activities includes three professional children's plays, two puppet shows, provision for film rental, allowances for children's workshops, and funds for Summer Reading Club materials. The Young Adult budget is set at $1,200 for two concerts, two lectures, and film rentals. In addition to these two special budget items, funds are also available to continue the special outreach activity provided through usage of the minibus. Throughout the year, minibus stops are made at local nursing homes and the Five Towns Health Related Facility for pick up and delivery of books, Talking Books, and occasional film showings. The Children's staff also use the minibus during the summer stops at elementary school grounds for programs consisting of telling and reading stories. This activity is definitely one of the highlights of the Children's Department and should be expanded. Summer programs at local parks, pools, or just select shady spots where children congregate would be ideal for minibus regular stops. Rounding out the programming budget is $4,240 for adult features.

Definitely, the Hewlett-Woodmere Public Library has a policy toward programming that can best be described as atypical among public libraries. The sophisticated, erudite, spectacular character of the featured programs gives Hewlett-Woodmere its individuality in the public library world. One of the main challenges in the special service area

will be simply maintaining the peak level that the public has come to accept as common fare. Looking to the future though, there is another goal for the accomplishment of a total service program that the taxpayers of District #14 have every right to expect of their well-financed public library - that goal being to broaden the base of programming to include topics and activities unrelated to the specialties of Art and Music while not diminishing the scope or strength of the present offerings. Faced with the fact that this year's budget passed by only 30 votes and a second proposition was defeated, coupled with knowledge of past budget defeats, the library planners must shape a service program that reaches more of the population. A recent news article characterized the citizens of District #14 as very politically conscious and yet the public library is not presently providing discussions, lectures, panels, etc. for idea exchange. Pollution of the South Shore beaches, noise pollution, consumer protection, rape prevention, women in today's workforce, shoreline drilling - the topics and concerns are endless and the library can serve as a key community forum for educational and informational purposes. The numbers of housewives that are using the library facilities daily (see Building Usage Survey, page V-42) should also be provided morning and/or afternoon book talks, films, discussions or lectures on nutrition, home decoration, returning to the workforce, reading aloud to children, etc. The possibilities for using local talent that would require little, if any, compensation are unlimited in the well-educated Hewlett-Woodmere District. But it is important that the library provide for the programming needs of citizens who are more comfortable at a football game or baking in the kitchen than sitting at a piano recital or watching a foreign film. Recognition of the diversity of personal interests and tastes is a key to successful programming.

THE LIBRARY'S PHYSICAL PLANT

The opening day for the original structure that now houses part of the Hewlett-Woodmere Public Library was February 22, 1956. Two additions have been made to the building since, with construction of a new wing in 1966 nearly doubling the available space of the original building. The second addition was made when a garage for housing the minibus was constructed. A third addition was proposed by the former director before her retirement and involved adding a third level above the wing constructed in 1966. This third level was envisioned as an art gallery/cultural center but funding and an actual building program have not followed and it appears unlikely the third addition will proceed in this direction. Presently, the Director is considering some remodeling although no firm drawing of the changes is yet available.

Definitely, there are problems with the structure in its present arrangement. Just a rapid tour will unearth the difficulties that result from a split department such as Technical Services - located partially on the main level and partially on the first level. The circulation office is more than three-quarters of a wing away from the circulation desk, with staff traffic between the two areas routed through one of the few reader areas. Both the location and size of the browsing room hamper usage of this needed area. A walk through the lobby entrance, the reference room, the reference office and from there, the stairway to the lower level and the hallway that eventually ends in the staff lounge will provide an idea about the maze-like structure of the building. A further tour of the lower level shop rooms and staff toilets and assembly room kitchen will cement the idea that the wasted space in the structure is nothing short of amazing. The non-supervisorable areas include key spots like the assembly room, the art gallery, the lower level hallway, and the public toilet facilities. Space is also a problem -

long ago the assembly room proved too small for the productions sponsored by the library. Certainly, there is a chronic shortage of staff workspace and public service, reader space. The expensive art volumes are squeezed into oversize ranges in the lower level with some overflow in the packed Reference Office. Such a location and shelving arrangement must limit full use of the materials. Other shortages of space limit the display possibilities for the art print collection. Audiovisual media is also not fully exploited within the building due to space considerations. Certainly, a more cheerful area needs to be found for children's story hour. Microfilm is also needing allocated space. In short, although the list could go on and on, it is apparent that the present structure is inadequate to satisfy present space needs for the public library much less any future growth room. It must be said though that the inadequacies result from a shortage of usable space not from a lack of adequate square footage.

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LIBRARY USE BY ORGANIZATIONS

Many of the organizations serving Hewlett-Woodmere also serve the entire Five Towns area. Depending on the location of these organizations they make use of either the Hewlett-Woodmere or Peninsula Libraries. The 1974 Directory of Community Organizations, Hewlett-Woodmere Public Library, which was used to obtain names and addresses of organizations for compiling the survey sample, lists several organizations not located in Hewlett-Woodmere.

In early June 1974, 86 of the listed organizations were selected for a brief questionnaire (see Appendix C-1) to determine the services they receive from the Hewlett-Woodmere Public Library and the additional services they would like. Only 28 or 32.55% of the questionnaires were returned. Follow-up calls and repeat mailings resulted in 2 more questionnaires being returned. On the one hand, the lack of response would seem to indicate that many of the organizations do not consider the library's services to be essential. On the other hand, it is recognized that some organizations do not answer questionnaires, particularly in the summer months.

From those questionnaires which were returned, it is possible to formulate some general conclusions.

The Schools

1. The schools in the area use the film and filmstrip collections.

2. The Woodmere Junior High School South writes: "Our students made approximately 3000 visits to your library during school time. We appreciate the help and materials they received. Thank you."

3. On the other hand, the Woodmere Junior High North which uses only the film lending service has checked several services they would like and writes: "Please let us know the person in charge of starred services." These starred services are: Exhibits of books and pamphlets, loan of recordings, program help, list of speakers, book or film discussions.

4. With the exception of the Ogden School which uses only the film lending service, the elementary schools do use the other library services to a considerable extent. Of the elementary schools, only the private Woodmere Academy and Franklin Elementary School did not request additional services.

Apparently school use of the library is uneven. It is recommended that a library staff member visit each of the schools to talk with the person signing the questionnaire in order to determine how best the library and the school might work together and to alert the schools to additional services the library has to offer.

The Music Clubs

Since Hewlett-Woodmere is the Art and Music Center for the libraries in Nassau County, it is noteworthy that both the United Choral Society and the Woodmere Music Club use the reference and recording collections as well as the meeting room. The United Choral Society writes: "Sincere thanks for your most cooperative, efficient and congenial staff. We are grateful to them all." It is suggested that the library might reconsider co-sponsoring musical programs with one or both of these groups. Cooperative programs planned with community groups are to be recommended wherever possible.

Senior Citizens

The Five Towns Senior Center located in Woodmere receives complete library service, including bookmobile service, talking book service, film service, program help, reference service, etc. This is an outstanding service and one that should be continued.

No Service

Among those organizations at present receiving no service from the library are:

Common Cause - would like exhibits of books and pamphlets
DeMott Carman American Legion Post #536 - would like films
Nassau County Department of Recreation and Parks - North Woodmere Park - would like films, program help, list of speakers
South Shore Lodge No. 1126 (Masons) would like program help, list of speakers
52 Association (educational, recreational, social, veterans) - would like cassettes
Five Towns Lions and South Shore Drama Group - no requests.

It would appear that the organizations in Hewlett-Woodmere are not making the fullest possible use of their library. However, it is also recognized that personnel in organizations change frequently and present personnel may not be aware of possible library services.

Recommendations

1. A first step might be a personal telephone call or visit to those organizations requesting service in the questionnaire.

2. A second step might be a telephone call to a sampling of the organizations not answering the questionnaire to acquaint them with the library's services.

3. A brochure outlining the library's services to groups and organizations should increase organizational use. Since organizations are made up of individuals, this might also increase the general use of the library.

4. Cooperative programs with community organizations, both within and outside the library.

5. Library membership or liaison on appropriate organizational boards.

6. Distribution of materials at the library from organizations, publicizing services of the organizations.

7. Request that information on library services and programs be placed in organization newsletters.

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BUILDING USAGE SURVEY

Public libraries, caught in the midst of today's inflationary spiral and forced to compete in a lively market of public and social services, have begun to look to new measures of judging impact and effectiveness from services given. For eons, the one statistic used to describe the public response to library service has been the circulation record. Circulation statistics do not, however, accurately measure total usage of library programming. These figures exclude ready reference requests answered by phone, eliminate the numbers of people using the library as a study or reading center, discount the individuals touring library exhibits and gallery shows, ignore the numbers participating in special programs such as story hour, concerts, lectures -- the list goes on and on of services offered that would not be evaluated were circulation figures to remain the major measurement tool.

In an effort to remedy the situation, a team of researchers at Rutgers University has worked since 1970 on devising new techniques of measurement. The original proposal for the study was submitted by Dr. Kenneth Beasley with Dr. Ernest De Prospo selected as principal investigator for the field research. By the end of 1973, a progress report entitled, Performance Measures for Public Libraries was available so that librarians could begin applying the tools developed. Two of the Rutgers' methods of measuring library activity -- the circulation distribution form and the building usage survey ticket (See Appendices D and E) -- were employed during the early phases of the Hewlett-Woodmere survey. The building usage tickets helped pinpoint peak usage periods, elicited some idea about user satisfaction, and defined in general terms the various publics frequenting the library. The results of this survey are charted on the following pages (See Tables A through G). The circulation distribution form assisted with determining the average number of books checked out by each user and with separating circulation from other in-house usage occurring daily (See Table G).

The library Director was asked to select three days for the survey -- one day of light usage, one day of medium usage, and one day of heavy usage. Both the building usage study and the circulation distribution records were completed during the three days chosen. With the study taking place at the end of the school year when school-related usage is high, it is possible that the findings are skewed slightly and that the staff may decide to conduct another survey during the winter to verify the usage pattern. With recommendation from the circulation department, the days selected for the study were Monday for heavy usage, Friday for light usage, and Wednesday for medium usage.

Tables A - F contain tabulations of the three-day Building Usage Study To give a clearer picture of the actual numbers of people present in the library each hour, Tables A - C list persons staying in the library over one hour twice or more, as each individual case indicated. With this information, the staff can begin to evaluate present staffing patterns to accommodate patron needs. On the other hand, all of Table D,

except for section B, is based on the actual number of people using the library with no allowance or addition made for those remaining beyond an hour in the library.

Highlights from Table D give an interesting profile of users of the Hewlett-Woodmere Public Library. A notably high percentage (50.3%) of users are students. Two factors contribute to this traffic pattern -- 1) the nearness of the junior high school building which is only a parking lot away and 2) the anticipated high use of students during the closing weeks of the school term. Such a clientele increases substantially the reference traffic at Hewlett-Woodmere and places great demands on the non-fiction collection. Another group that relies heavily on the library is the Housewife/Mother. Here it would seem the library has a ready made audience for library programming during the morning and afternoon hours. The small percentage of the Blue Collar workforce that frequent the library (2.5%) should be a matter of some concern and should be discussed by the staff and Board so that planning will include development of programs and projects designed to attract and serve more of this group. Certainly, the staff should be pleased with the fact that 69% of their patrons are satisfied with the services they presently receive. Of course though, that leaves 22% of the users falling within the "partly to not satisfied category." The simplicity of the user ticket is designed to encourage instantaneous response that will lead to further evaluation and point the direction to planning needs. Consequently, the "why" of the dissatisfaction is not elicited but awaits assessment of the total services available.

Section B follows the pattern of Tables A - C so that, in effect, an actual head count was taken each hour for three days. Peak usage periods occur from 10a. m. to 11a. m. and in the afternoon from 2p. m. until 5p. m. To a certain extent though there are no slack times except for the period 6p. m. to 7p. m. when most families are having the night meal.

The following table (E) repeats sections of Table D for comparison with the results obtained by the Rutgers team for "all phase II, medium size public libraries." A definition for size was equated by the surveyors with library budget. The small public libraries in phase II research had a budget between $100,000 and $250,000. The medium size facility budget fell in the range from $250,000 to $700,000. Hewlett-Woodmere's 1973 budget of $613,430 thus places it within the "medium" category. Large libraries are classified as having budgets over $750,000.

Key areas where the Hewlett-Woodmere survey results fall beyond the range obtained in similar public libraries include: the distribution of the population served according to male and female, the distribution of the student population, and the numbers of Housewife/Mothers frequenting the library. Consideration should probably be given to programs and services which would attract a higher percentage of the male population. Perhaps a separate Business section with specialized reference directed to this segment of the community should be expanded. It seems worth noting that the suburban nature of Hewlett-Woodmere's service area most likely serves to lessen male participation in public library activity. However, other libraries in the Rutgers survey which attract a larger percentage of men also serve suburban areas. In all probability, the skewed student usage of the Hewlett-Woodmere Public Library, with unusually high junior high school age traffic, is a direct result of location near a junior high school building. Such heavy usage though should warrant consideration in budget allocation for young adult materials. Occupational designations also indicate budget priorities including 1) increasing non-fiction materials for satisfying requests of professional patrons and 2) increased programming to better serve the Housewife/Mothers who are most faithful library users.

Table F, labeled "Patron Time in Library," shows graphically the amount of time spent in the library by the 1649 users during the three-day study. 74.6% of these patrons completed their library business in 30 minutes and under, with well over half of all users being of the "run in -- run out" variety, which was clocked as 15 minutes (see Appendix D). The implications of such findings seem to be many for library planners. Certainly, to be of maximum value to the majority of users, the materials must be easily accessible, the floor plan and entire layout of the library must be non-confusing with directional guidance available throughout, library-use directions and aids should be readily apparent and numerous, materials themselves must be attractive and current so as to stand a test of marketability often overlooked in libraries, etc. For Hewlett-Woodmere, the staff and director are all too well aware of the limitations of the present structure with its many segmented rooms; large areas designed as stairways, hallways, entrances - all unusable for library public service areas; the inconvenient location of the public toilet facilities, etc. If Hewlett-Woodmere is to respond in a positive way to the needs of its fast paced clientele, changes in the present arrangement of materials to alleviate a split adult collection, to allow display and patron space for audiovisual materials, to centralize the periodical collection, and in general to more clearly designate service points or areas such as reference, art and music, current fiction, etc. are definitely needed.

From Table G, it is obvious that if circulation figures alone were to be the only evaluation of the Hewlett-Woodmere facility, over two-thirds of the average usage would be discounted. By glancing at the Total line and the column headed "% of Users Checking Out Books" it is apparent that 32.3% of the users create 100% of the circulation statistics. Stated another way, only 1 in every 3 people entering the Hewlett-Woodmere Public Library walk out with a borrowed volume. Moving on to the last column in the Total line, it is also apparent that each person checking out materials averages slightly over 3 books borrowed per visit.

The last two lines of the table are included for comparison purposes and represent the results obtained by the Rutgers team in what they termed "Phase II Libraries." Size designations were made by the Rutgers team on the basis of budget with a medium size facility having a budget of between $250,000 and $700,000. As already mentioned, with a budget in 1973 of $613,430, Hewlett-Woodmere would fall in the medium category. The data obtained from the three-day study at Hewlett-Woodmere falls below the median of the other medium size libraries in all cases. The median represents the middle value with an equal number of the libraries falling above and below this point. Even though the Hewlett figures are below the median, they do fall well within the Low to High Range for their size category.

Time	Total	Non Student	Student	Male	Female	Pre-School	GRADES K	1	2	3	4	5	6	7	8	9	10	11	12	College	Grad.	Satisfaction Yes	No	Partially
9 - 10	39	16	23	19	19	2								2		4		1	4	1	2	26	1	6
10 - 11	69	21	44	22	45			1						1	1	5			6	2	3	47	2	8
11 - 12	44	19	38	18	41	1		1							5	3			6	2	1	38	4	7
12 - 1	63	13	47	15	48	1			1							2			3	5		52	2	6
1 - 2	76	21	50	17	39									3		3		1	2	9	2	58	1	9
2 - 3	74	46	40	30	44				1	2	3		1	4	5	10	4	2	5	6		59	7	15
3 - 4	104	74	33	47	54		1	1	2	1	4	2	10	5	12	13		4	6	9	1	71	11	20
4 - 5	102	72	33	47	55	1		2	1	1	3	11	8	2	11	7	1	2	2	12	1	73	12	15
5 - 6	61	43	17	25	36		1	3	2	3	2	3	2	1	6	3	1	1	3	6	1	46	3	9
6 - 7	50	31	18	15	20		1		1	1	1	2		1	2	3	3		3	3		31	1	9
7 - 8	88	48	38	45	32					2		2	1	3	4	5	3	3	7	9	1	60	8	17
8 - 9	62	25	16	39	23							1		2	5	2	3		6	12	3	34	7	16
Total	832*	429	397	339	456	5	3	8	8	10	13	21	22	24	51	60	15	14	53	76	15	595	59	172

* 667 patrons actually used the Hewlett-Woodmere Library on May 20, 1974. 165 patrons remained in the library during overlapping time periods (for example, from 2 - 4) and have been listed twice or more.

TABLE A

BUILDING USAGE SURVEY - MONDAY, MAY 20, 1974

Time	Total	Non Student	Student	Male	Female	Pre-School	GRADES K	1	2	3	4	5	6	7	8	9	10	11	12	College	Grad.	Satisfaction Yes	No	Partially
9 - 10	39	11	28	11	27	4							4	1		2			3		1	29	1	5
10 - 11	95	22	51	27	66	13	2						10		2	3		1	1	6		70	4	10
11 - 12	86	29	46	34	48	8	1						7			5		2	2	8	3	38	2	10
12 - 1	51	28	24	29	17								1			4	1	2	3	10	2	30	5	6
1 - 2	41	17	24	18	23								5				1		3	5	1	25	2	8
2 - 3	58	31	29	18	37	2		1		3	1	2	4	3		6		1	2	3	1	34	3	16
3 - 4	93	64	25	27	58	1		3	4	4		4	6	5	3	12	4	6	5	5	1	65	8	17
4 - 5	79	52	24	35	38	1		1	1		3	3	7	6	2	3	3	11	3	4		56	10	11
5 - 6	59	34	24	27	30			1	1		1	2	2	2		2	6	2	2	10		30	6	13
6 - 7	34	16	17	21	13					1		1		2	1	1	1		2	5		24	2	8
7 - 8	53	30	23	29	24									2	1	5	8	1	4	3	2	38	5	9
8 - 9	40	26	13	24	14							2		1	2		1	5	6	4	1	24	4	10
Total	728*	360	328	300	395	29	3	6	6	8	5	14	46	22	11	43	25	31	36	63	12	463	52	130

*563 patrons actually used the Hewlett-Woodmere Library on May 22, 1974. 165 patrons remained in the library during overlapping time periods (for example, from 2 - 4) and have been listed twice or more.

TABLE B

BUILDING USAGE SURVEY - WEDNESDAY, MAY 22, 1974

Time	Total	Non Student	Student	Male	Female	Pre-School	GRADES K	1	2	3	4	5	6	7	8	9	10	11	12	College	Grad.	Satisfaction Yes	No	Partially
9 - 10	30	10	19	14	16	2	1							1	1					1	1	20	1	4
10 - 11	35	13	21	9	26	2									2	1			3	4	1	22	2	7
11 - 12	32	15	16	13	19									1		1			5	3	1	13	4	12
12 - 1	60	22	35	22	36	1								3	1	2	1		4	5	3	42	5	9
1 - 2	76	29	42	31	39	2	2					2	5			4			2	6	3	56	3	9
2 - 3	76	35	34	25	45	1						1		6	1	4	1		5	9	2	49	4	13
3 - 4	84	46	30	31	47			2	2	3	3	2	2	2	1	3	1	6	5	10	1	58	4	16
4 - 5	72	45	23	31	39			4	1	2	2	2	5	2	1	4	2	2	7	4	2	58		10
5 - 6	49	30	17	31	17			1	1	3	3	1	1	3	1	3	3	3	3	1		31	3	7
Total	514*	245	237	207	284	8	3	7	4	8	8	8	13	18	8	22	8	11	34	43	14	349	26	87

*419 patrons actually used the Hewlett-Woodmere Library on May 24, 1974. 95 patrons remained in the library during overlapping time periods (for example, from 2 - 4) and have been listed twice or more.

TABLE C

BUILDING USAGE SURVEY - FRIDAY, MAY 24, 1974

TABLE D BUILDING USAGE

	Hewlett-Woodmere Library	
A. Description of Users	#	%
1. Sex		
Male	666	41.7
Female	925	58.0
No Response	58	.3
Total	1649	
2. Student/Non-Student		
Student	810	50.3
Non-Student	797	49.5
No Response	42	.2
Total	1649	
3. Grade Level of Students		
Elementary (K - 6)	171	21.1
Jr. High School (7 - 9)	198	24.4
High School (10 - 12)	170	20.0
College	135	16.6
Graduate School	34	4.1
No Response	102	12.5
Total	810	
4. Occupation of Non-Students		
Professional	231	29.0
Other White Collar	88	11.0
Blue Collar	20	2.5
Housewife/Mother	313	39.3
Retired	38	4.8
Unemployed	4	.5
No Response	69	8.7
Total *	763	

*34 non-students (or 4.2%) were pre-schoolers

TABLE D (continued)

B. Patrons Present in Library at Stated Times

	#	%
9:00 - 9:59	108	5.2
10:00 - 10:59	199	9.5
11:00 - 11:59	162	7.8
12:00 - 12:59	174	8.3
1:00 - 1:59	193	9.3
2:00 - 2:59	208	10.0
3:00 - 3:59	281	13.5
4:00 - 4:59	253	12.1
5:00 - 5:59	169	8.1
*6:00 - 6:59	84	4.0
*7:00 - 7:59	141	6.7
*8:00 - 8:59	102	4.9
Total	2074	

C. Satisfaction

Satisfied	1137	69.0
Partly Satisfied	266	16.1
Not Satisfied	112	6.8
No Response	134	8.1
Total	1649	

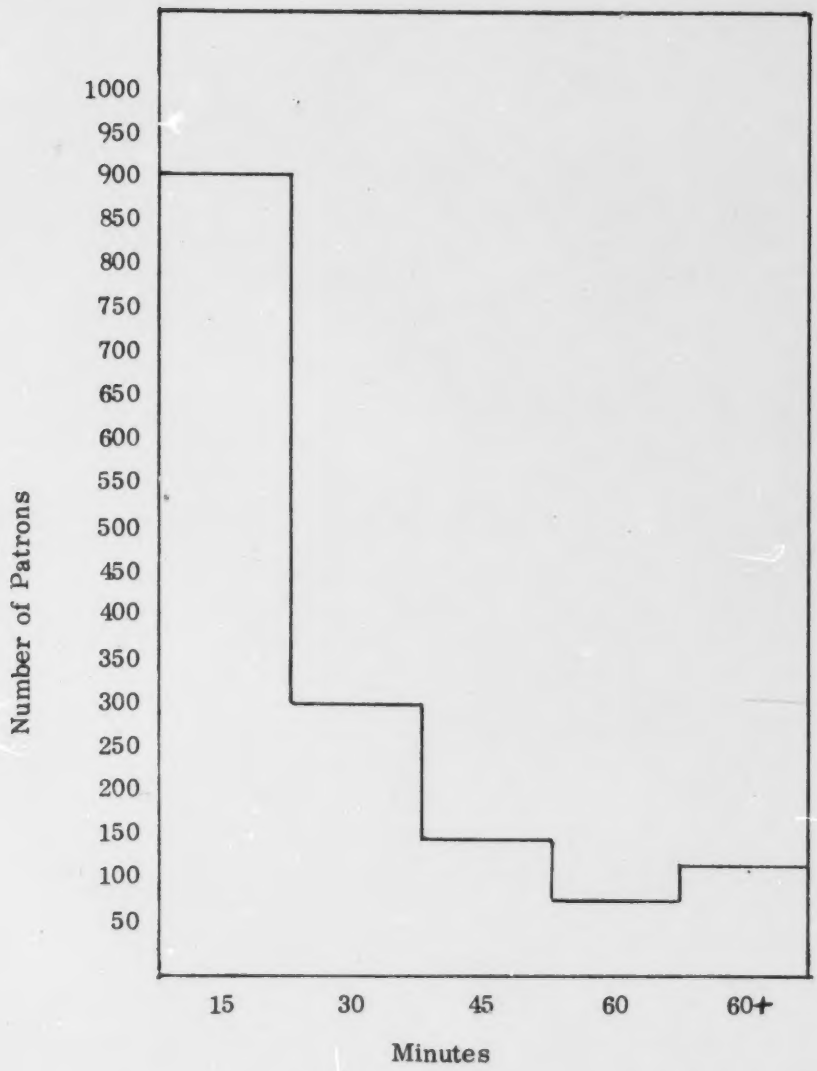
*Library open Monday and Wednesday nights

BUILDING USAGE COMPARISON

	Hewlett-Woodmere Library	All Phase II Medium Size Libraries	
		Median	Low - High Range
A. Description of Users			
1. Sex			
Male	41.7	44.8	42.2 - 51.5
Female	58.0	52.4	45.1 - 55.8
No Response	.3	2.8	2.0 - 5.5
2. Student/Non-Student			
Student	50.3	47.3	45.1 - 52.6
Non-Student	49.5	48.2	40.7 - 54.9
No Response	.2		.0 - 7.5
3. Grade Level of Students			
Elementary (K - 6)	21.1	25.1	20.1 - 35.5
Jr. High School (7 - 9)	24.4	19.0	12.8 - 22.7
High School (10 - 12)	20.0	29.7	21.5 - 35.1
College	16.6	16.7	10.7 - 20.9
Graduate School	4.1	1.9	.2 - 2.4
No Response	12.5	6.6	4.1 - 9.6
4. Occupation of Non-Students			
Professional	29.0	21.4	17.0 - 23.3
Other White Collar	11.0	21.1	19.0 - 30.2
Blue Collar	2.5	10.8	8.7 - 16.5
Housewife/Mother	39.3	22.5	13.8 - 29.6
Retired	4.8	9.8	1.3 - 10.5
Unemployed	.5	1.7	1.1 - 2.9
No Response	8.7	15.9	4.6 - 21.0
B. Satisfaction			
Satisfied	69.0	69.9	66.3 - 73.9
Partly Satisfied	16.1	16.2	15.2 - 21.1
Not Satisfied	6.8	8.0	6.1 - 9.4
No Response	8.1	4.2	3.2 - 6.1

TABLE F

PATRON TIME IN LIBRARY



Date	No. of Users Entering Library	No. of Users Checking Out Books	% of Users Checking Out Books	No. of Books Circulated	Average No. of Books Circulated Per User
May 20, 1974 (Monday)	667*	211	31.6	634	3.00
May 22, 1974 (Wednesday)	563**	176	31.2	559	3.17
May 24, 1974 (Friday)	419***	147	35.0	464	3.15
Total	1649	534	32.3	1657	3.10

*See Table A
**See Table B
***See Table C

Rutgers Phase II Library Comparison				
Median - Medium Size Library	918	47.6	3368	3.12
Low - High Range - Medium Size Library	451 - 1347	29.2 - 51.3	1404 - 4252	3.10 - 3.67

TABLE G

CIRCULATION DISTRIBUTION COUNT

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TECHNICAL SERVICES

INTRODUCTION

Library users are not concerned, nor should they be, with how a library obtains its book and non-book materials, or with how the material becomes accessible, or with how the card catalog is kept up-to-date, or with how the library insures that every issue of a magazine, newspaper or other serial is received. The library administration and the public service librarians, however, are vitally interested in the prompt receipt and organization of the material into a logical sequence with others already in the library, in the description of the material so library staff and users will have ready access to the material, and in the physical preparation of the material so it can be circulated and returned with a minimum of effort. All of these behind-the-scene operations in the acquisition, organization and preparation of library materials comprise the technical services functions of a library. At the Hewlett-Woodmere Public Library, the Technical Services Department is also responsible for a number of operations that usually are not considered technical services functions in other libraries: preparing interloan requests, receiving interloan books, notifying readers that the books are available, and returning books to lending library; receiving, sorting and distributing all items received from the Service Center and through the U. S. mail; maintaining a scrapbook of the library's publicity; and ordering, maintaining inventory records and approving bills for all library and household supplies.

Hewlett-Woodmere, like every public library in Nassau County, can avail itself of a number of technical services' options offered by the Service Center to help make the costly and time consuming job of acquiring, cataloging and processing books more efficient and economical. This report examines the current technical services operations at the Hewlett-Woodmere Public Library in terms of personnel, procedures and physical facilities and the use the library makes of the Service Center's processing operations.

The library Director made available his self-survey of the Technical Services Department prepared in February of this year which was based upon a report compiled by the Chief of the Technical Services Department, concerning the state of technical services at the library. In addition, the Technical Services Chief prepared detailed written procedures for all processing operations within a very tight time schedule and spent considerable time going over and explaining all technical services operations.

PERSONNEL

The Hewlett-Woodmere Public Library acquires a wide range of materials for its users. The staff should be adequate enough so that items once received are quickly

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made available to the public. There are eleven staff members assigned to technical services activities for a total of 252 hours weekly. Their areas of responsibilities and number of hours scheduled are outlined below:

Professional

1. Chief of Technical Services Department — 25 hours

Administers and supervises Technical Services Department
Checks cataloging and classification of processed books for compatibility with the collection
Determines special collections, such as mystery, science fiction, etc. and loan period of new books
Revises filing in card catalog and does general catalog maintenance
Keeps new book shelf current and arranges for return of McNaughton books
Decides which books in heavy demand require additional copies
Performs the more difficult searching
Makes arrangements for ordering of material not available through the Service Center and follows up on cancelled orders

2. Catalog Librarian — 22 hours

Supervises catalog department
Catalogs children's and young adult processed books
Does all original cataloging, arranges for additions of replacements and duplicates
Revises typing
Supervises automation clerk
Revises shelf-list
Revises card catalog (when needed)
Revises processed books (when needed)

Clerical - Catalog Dept.

3. Senior clerk - typist — 30 hours

Trains clerks
Types stencils for original cataloging
Pulls order slips when books are ready to be sent to circulation
Files in card catalog
Revises trucks of books (including typing of headings on cards made in house)
Revises mended books
Adds new editions to catalog cards
Process books (when needed)

4. Clerk — 29-1/2 hours

Does all automation procedures
Gathers statistics and gives figures to Chief of Technical Services
Types, processes books (when needed)
Pulls order slips for books sent to circulation (when needed)

5. Clerk - typist — 31 hours

Key punches
Processes books, paperbacks, records, and cassettes. Inserts tattle-tape in books on shelves
Files in catalog and shelf-list
Types headings for original cataloging
Runs off stencils
Is scheduled in downstairs public area - brings catalog department work there, but also is involved in helping patrons find magazines and books on shelves
Retrieves magazines
Miscellaneous typing (as needed)
Mimeographing (as needed)

6. Clerk - typist — 35 hours

Accessions books
Types information on catalog cards as required
Is scheduled in downstairs public area - brings catalog dept. work there, but also is involved in helping patrons find magazines, and books on shelves
Files in card catalog
Processes books, records and cassettes
Inserts tattle-tape in books on shelves upstairs
Retrieves magazines
Types stencils (as needed)

7. Book - mender — 15 hours

Mends books
Processes paperbacks (as needed)

Clerical - Order Department

8. Senior-clerk - typist — 35 hours

Supervises and trains order clerks
Sends orders and marks encumbrance file
Files orders in order drawers
Receives and checks in book orders
Checks reports from NLS Acquisitions Division
Checks standing order file and holdings before giving to librarians for selection
Processes McNaughton books and files cards in catalog
Keeps statistics of interloans and books sent to other libraries
Checks catalog and on order file (as needed)
Types orders (as needed)
Processes and receives interloans (as needed)

9. Clerk-typist — 29 hours

Operates switchboard
Types, separates and alphabetizes orders
Types interloan cards sent to borrowers

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Keeps scrapbook
Checks in magazines and prepares for shelves (tape, staples, etc.)
Types classifications on McNaughton cards
Processes inventory withdrawal books (as needed)
Assists with mailing (as needed)

10. Clerk — 30 hours

Orders periodicals and AV materials
Checks and shelves records
Receives, opens and distributes mail
Maintains encumbrance file
Maintains order file for periodicals and AV materials
Does all follow-up calls and correspondence pertaining to AV materials and periodicals
Orders and checks in pamphlet material
Arranges for microfilming
Searches for and fills record interloan requests

11. Clerk — 17-1/2 hours

Checks catalog and on order file
Types interloan requests
Processes books returned to other libraries
Receives and processes interloans
Processes books for bindery, keeps record

The Chief of the Technical Services Department holds an administrative position under the direct supervision of the library Director. She supervises the Catalog Librarian who is in charge of the Cataloging Department and the Senior Clerk-Typist who is in charge of the Order Department. Lines of authority are clearly drawn. Once the two workrooms are consolidated, as recommended below, the Chief of Technical Services will be able to more effectively supervise the entire processing operation.

For the period from July 1, 1973 through June 30, 1974, the Technical Services staff added 11,807 items to the library's collection:

Books		Non-Book Material	
Adult Fiction	1148	Art slides	63
Adult Non-Fiction	6390	Film strips	26
YA Fiction	110	Films - 8 mm	46
YA Non-fiction	313	Films - 16 mm	4
Juvenile Fiction	283	Cassettes	302
Juvenile Non-fiction	879	Records	616
Juvenile Easy	223	Music scores	790
		Art Prints	61
Total	9346		2461

The library received 411 books and 553 non-book items as gifts. Subtracting the 7439 processed books received from the Service Center, the staff cataloged and

completely processed 4368 items. Withdrawals for this period totaled 5972 items, more than half due to the inventory program.

The automated circulation system has affected the procedures of the Technical Services Department and has created additional work for this staff. In addition to the regular acquisition, cataloging and processing activities required for new material received, the staff of the Department has been involved in three other major operations in the past year. First, the library has started a complete inventory and re-evaluation of its collection. This past year, the 800's and 900's were inventoried. Technical Services staff was responsible for withdrawing all records for books found missing and not being replaced, for reordering replacement copies for missing books, for handling bindery records for books requiring rebinding and for placing orders for new books to fill in the gaps found in this section of books. Second, the staff was responsible for changing the books and all catalog records for 487 young adult books that were transferred to the children's collection. This involved changing the collection symbol on all cards in the main catalog and preparing a duplicate set of cards for the children's card catalog. Third, the staff is involved in inserting the tattle-tape in books on the open shelves.

The Department, on the whole, was able to keep current with all this work although the Chief of the Department is concerned that it is not as up-to-date as she would like it to be. With impending increased workloads as a result of an increased book material budget, she suggests that the staff presently assigned to 14-21 hours per week to public service duties should be relieved of these duties to guarantee that no backlogs emerge. In the procedures section of this report, a number of recommendations are made concerning the handling of processed books. The potential man hours that could be saved are considerable and could be used to handle the locally acquired books and non-book materials without taking time away from public service duties. Besides, it is important and valuable for each full time staff member of a library to perform some public service work so the person can keep up with the changing patterns of library use.

PROCEDURES

While there are certain functions that must be performed by all libraries in the acquisition and bibliographical control of the library materials they make available to their users, there are no standards or set rules for all libraries to follow in establishing their processing operations. As a result, an individual library will develop procedures that are idiosyncratic to its own situation. More often than not, these procedures will continue to be used even though their original purposes have long been forgotten. When a library participates in a cooperative processing service, as Hewlett-Woodmere does in that of the Nassau Library System, it should re-examine its procedures and make changes to make maximum use of the centralized operation.

When this survey was begun, Hewlett-Woodmere did not have an up-to-date procedure manual covering every aspect of its processing operation. This is not unusual in libraries where the Technical Service personnel have been performing their jobs for a number of years and have little need for referring to procedures in performing their work. Since one of the purposes of this survey was to study processing procedures, it was important that up-to-date procedures be available. Working within a very tight time schedule, the Chief of Technical Services prepared a most thorough set of procedures covering Hewlett-Woodmere's current processing operation.

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The ordering procedures follow the standard practice of all libraries. The order file for books includes records for all books ordered -- adult and juvenile and those ordered from the Service Center and direct. It is arranged by title. For standing orders, a permanent record is kept in the order file and an entry is made on the standing order visible file. A visible card file is maintained to record the receipt of periodicals and newspapers. A separate order file for non-book materials is kept by title. The order file is also used as a temporary book received file to record the existence of a book in the library from the time it is received until it is put into circulation. These files are all standard essential items and are located conveniently for the staff responsible for maintaining them.

All new titles selected for purchase are checked by title in the order file and by author and title in the public card catalog. This is a time consuming operation, but one that is essential to avoid the unnecessary duplication of orders. Most books are ordered from standard book reviewing sources, and some titles can be listed under different main entries in the different media. But, it is rare that the title itself is listed in different ways. Therefore, it is suggested that Hewlett-Woodmere could save some time in its ordering procedure if it checked each new selection by title only in the public catalog as well as in the order file; or it could compromise and check the author entry also only for books costing more than ten or fifteen dollars.

For books ordered from the Service Center and received fully processed, it takes on an average seven calendar days before they are available to the public. Books which are ordered directly from jobbers or publishers or which are received as gifts take considerably longer since full cataloging and processing must be performed. Shipments of books are opened promptly and pass through the receiving operation quickly. After the order record has been removed, the invoice checked and a copy of the order card refiled for the in-process record, the adult books are given to the Chief of Technical Services while the juvenile and young adult titles are sent to the cataloging workroom to the cataloger.

One change is recommended in the handling of reserve books that would affect the checking-in process only slightly. At present, a file of on order reserves is kept in the Circulation Department. Before the completely processed books are released for circulation, each book is checked against this file to see if a user's reserve is on file. Instead of maintaining this separate on order reserve file, the reserve notice should be clipped to the order card and kept in the order file. When a book with a reserve is received, the order clerk would insert the reserve and a distinctive flag into the book to alert staff to its reserve status. This method would eliminate one file and the time required to maintain it. It would also alert catalogers, when books are received non-processed, to give the reserve items priority.

Seven days is a long time for fully processed books to remain in the Cataloging Department before they are available for circulation. Most of the delays are caused by adapting or changing the cataloging information on the processed books to conform with practices done prior to centralized processing. The library must ask itself if it can still afford the luxury of these practices in light of heavier workloads due to the increase in funds available for the purchase of necessary library materials.

It is recommended that procedural changes be made immediately in the handling of these categories of books:

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1. Fiction books

All fiction books - adult, young adult and children's - are processed by NLS with a spine label bearing the author's full surname, except for picture books which have a large E imprinted on a label. Collection symbols -- SS for short stories, J for children's books, -- for young adult, and E for picture books - appear centered above the surname. The catalog cards carry no classification numbers since fiction is not classified, but include the same collection symbols as appear on the spine of the book. Special symbols for mysteries and science fiction are not added to the cards or books by NLS.

Fiction books should be the simplest ones for a library to handle, but at Hewlett-Woodmere they all receive special handling so that they will conform to the way they were handled prior to the establishment of centralized processing in 1961. The letter F is printed on the book pocket above the author's surname. A new spine label is typed to be pasted over the author label as follows:

FICTION	MYSTERY	SHORT STORIES	SCIENCE FICTION
F	*F	F	F
AUTH	AUTH	AUTH	AUTH
		SS	Sf

Each catalog card is inserted into a typewriter and the same information typed in the upper left hand corner of each card. Young adult and children's fiction go through the same process.

It would seem that if the library accepted the full surname printed on the label and affixed in a standard place on the spine of each book that the fiction shelves could be kept in more perfect order than they are maintained presently with the four letter designation. Omitting the F over the author's name should not be a serious omission since instructions to users and staff would explain where such books are shelved. For mysteries and science fiction, the special colorful labels pasted on the spine of such books should be sufficient to identify these special categories of fiction shelved separately. Nothing would have to be added to the catalog cards for regular fiction since again instructions at the card catalog would explain about fiction books. However, a point could be made for making these cards with either the F, FIC, or FICTION symbol; but it would be much more economical to stamp this on the cards with a special rubber stamp than to have it typed on each one. Similarly, with mysteries and science fiction, a stamp could be used - one with the MYSTERY and the other with the letters SF. The same method would be used for fiction in the children's and young adult areas. For picture books which get used heavily and which seldom need to be found by author, the library could purchase sets of pre-printed alphabet labels and paste the appropriate initial letter of the author's name above the E designation.

2. Oversized books

To make optimum use of the book shelf space, most libraries shelve odd-sized books in a separate location from other books on the same subject. This requires that the spine and the card catalog entries for these books carry a special location symbol. The Service Center makes no provision for this type of book, but applies the standard spine label with the classification number on one line and the initial letter of the author's surname on the second line. At Hewlett-Woodmere,

a new spine label is typed with the symbol Q on one line, the classification number on the second line and the first four letters of the author's surname on the third line. The catalog cards produced at the Service Center include the classification number with the initial letter of the author's surname below in the upper left hand corner of the cards. Hewlett-Woodmere inserts each catalog card into the typewriter to type the symbol Q above the classification number and adds three additional letters of the author's surname to the initial letter. It is recommended that the library purchase special oversize symbol labels and apply these to the spines of the books. It should purchase a rubber stamp with the same oversize symbol and use it on the catalog cards. And since the library accepts the initial letter of the author's surname for all the other non-fiction books, there seems to be no logic for not accepting it for the oversized books.

3. Young Adult books

Hewlett-Woodmere is presently re-evaluating its entire young adult collection and transferring the younger level material to the Children's Department. It is considering eliminating a special section for what remains of this collection and inter-shelving these books with the adult collection. This would be a perfect time for the library to accept the young adult collection symbol used by the Service Center - a short line above or below the classification number. Hewlett-Woodmere presently changes this symbol on the spine, book pocket and catalog cards and substitutes a YA symbol for most of these books. (The line designation is accepted for those titles of an adult nature which are interfiled with the adult books.) The YA symbol is a more distinctive designator and could probably be justified for books in a special area for a special group of users. But the line symbol has certain advantages in an integrated collection. Its appearance on a book still indicates to the young adult that the book is recommended for this age level, but it is less likely to turn off the adult reader than the more conspicuous YA symbol.

4. Non-fiction books

Hewlett-Woodmere, as a rule, accepts the classification number and subject and descriptive cataloging for the processed books received. It does make some changes in class numbers and has a list of subject headings used by Library of Congress which it does not use. All of these changes take up time that could be used more effectively elsewhere. But if the library insists on continuing to alter the cataloging, those books requiring changes could be brought to the attention of the Department Head by the clerk processing the books. It seems wasteful to have the professional librarian in the Department check all books to find the few that do not fit into the library's collection.

Only a time and motion study would reveal the amount of time spent on making changes to the processed books in the above categories. It should be noted that the library added 1522 fiction books and 411 young adult books to its collection from July, 1973 through June, 1974. No figures are available on the number of oversized books received.

If these recommendations are accepted by the library, all books received fully processed would follow the same work flow pattern. Only paperback books would require special handling. The following recommendations to improve the workflow should also be considered:

1. Newly arrived books should be unpacked onto a counter type workspace at the Order Department and checked in as at present. Processed books should remain on the counter and non-processed ones given to the catalogers.

2. All processed books should be handled by one of the clerks who would perform all the necessary steps to get the books ready for circulation.

   a. Check catalog cards for correct call number and verify that a complete set of cards was received.

   b. Determine whether fiction books are mystery, science fiction or short stories and affix special appropriate symbol to spine of book and stamp catalog cards with rubber stamp of the same symbol.

   c. Determine if book is oversize and affix label on spine of book and stamp catalog cards with rubber stamp.

   d. Determine loan period of book - 7, 14, or 28 days and apply appropriate stamp on pocket. For 7 and 14 day books, affix label to spine of book. Stamp circulation period on pocket.

   e. Check automated shelf-list card for accuracy against catalog card and write classification number on card. If correction is needed on punch card or if none is received with book, indicate on 3" x 5" shelf-list card "needs one".

   f. Pull automated book card from deck of cards with pre-assigned numbers. (There are separate series of numbers for different categories of books.) Write accession number on upper right hand corner of page above pocket, on automated shelf-list and on 3" x 5" shelf-list card.

   g. Affix pocket label on automated book card.

   h. Stamp Hewlett-Woodmere identification stamp on top edge of book.

   i. Insert green identification paper strip between plasti-kleer jacket and book jacket.

   j. Insert tattle-tape in spine of book.

   k. Place all catalog cards, automated shelf-list card and book card in pocket.

   l. Move books on counter to revision station. (Paperback books would be given to the book mender.)

Steps in the revision process would stay virtually the same as at present. The only difference would be that the books would be revised on a counter, the date stamped under the received date and the books placed on a book truck. A special procedure for books acquired locally which must go through the cataloging cycle could be developed incorporating the above processing procedures.

This section on procedures is much more detailed than originally intended. But, it is important that Hewlett-Woodmere examine these recommended changes before

consolidating the present two workrooms into one so that the most efficient set-up can be established. These recommendations would cut to a bare minimum the changes made in processed books, would release the professional librarians from clerical duties so they can devote all of their time to professional work and supervision, would streamline the clerical operations making them more efficient and would cut the processing time for system processed books from an average of seven days to one day.

PHYSICAL FACILITIES

The Technical Services Department has two workrooms. One is at the south end of the main floor, where the acquisition of all library materials takes place and where the Chief of Technical Services has her desk. This area takes up about 324 square feet of space. It is a high traffic area since the employees' entrance and the time clock are located here. There is one large desk shared by four employees, and it often becomes the depository for miscellaneous articles left by employees reporting or departing. In addition to books from the Service Center, all other deliveries are made here including household supplies, interloan books, mail, McNaughton books, gift books and books ordered direct by the library. Employee concentration is affected adversely by this continual activity and extraneous noise. Adjacent to this area without room dividers are the switchboard, and desk for clerks who work on patron registration and overdues. The furniture in this area is attractive and is arranged to take up a minimum of space.

The second processing workroom is at the west end of the basement and contains about 918 square feet of space excluding the areas for supply and periodical storage. It contains desks or work stations for cataloging, catalog card preparation, affixing of special collection labels, covering books, binding and mending, keypunching of the shelf-list card and mimeographing. The furniture in this area is old and unattractive and some space is taken up by work stations larger than needed for the work performed. There are no room dividers nor sound proofing to reduce the noise level of the machines. This area has a sink and running water which is essential for any processing operation. Both workrooms are well lighted and ventilated, but the basement area seemed cold and damp.

With the two workrooms on different floors and at opposite ends of the building, it is obvious that the flow of work is poor. Once new books and AV material are checked in, they are placed on small book trucks which are wheeled into the book lift to be sent to the floor below. The trucks then must be pushed the distance of the basement reading room to the cataloging workroom. After processing, the reverse route must be taken. Other material is loaded on larger trucks and pushed through the public area of the first floor to the elevator and then down to the workroom.

The Director has recommended that all technical services activities be consolidated into one area by moving the personnel and equipment from the first workroom to the one on the lower level. This would be a logical move and should be done as soon as possible.

To promote optimum efficiency, a number of improvements should be made in the expanded workroom. Efforts should be made to control the dampness in this area. It has been suggested that partitioned areas be provided for the Chief of Technical

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Services and the Cataloger to isolate them somewhat from the unavoidable noises in the area. Instead the library should consider isolating the noisy and detracting machines - the keypunch, the mimeograph machine, etc. - to the far end of the workroom and installing sound proofing around the machines to reduce the level of the machine noises. Separate partitioned areas for the two librarians would then be unnecessary, and all employees could benefit from a less noisy atmosphere. The librarians should each be provided with separate desks, so they have adequate work space for their cataloging materials. The present four station work desk on the first floor should be adequate for the Order Department personnel. A number of recommendations are made in the procedures section of this report that should cut down on some of the typing presently being done. If these suggestions are accepted, one or two additional desks would be sufficient for the typists. The remaining work stations should be of the waist high counter top type (with storage cabinets below) that would allow books to be pushed to each processing step in the operation without requiring them to be constantly placed on and removed from trucks. Processed books from the Service Center would be removed from cartons directly onto the counter. After the order clerk completed checking in the books, they would be pushed to the processing position. Only after the books are completely accessioned and processed would they be put on a small book truck to be sent to the Circulation Department. For non-book material, a table large enough to hold processing supplies would be sufficient for the processing of these materials. The obsolete equipment should be discarded.

USE OF TECHNICAL SERVICES

Book Purchasing and Processing

The primary service of the Nassau Library System Technical Services Department is to order, catalog, and process those books selected by each member library to be added to its collection. Centralized processing enables the library to receive, in almost all cases, a larger discount than if the library ordered the books on its own. The cataloging and processing of these books can save the library much time and effort in getting these books ready for circulation. The use of this service varies among libraries; some use it for all books they purchase, while others use it only for part of their purchases.

For its budget year from July 1, 1973 through June 30, 1974, the library had a book allocation of $50,000; it also received $8,000 in state aid funds, making a total of $58,000 available for book purchases. Hewlett-Woodmere's purchases from the Service Center for this period came to $45,912.08; this left the library with $12,037.92 for purchases from other sources. Thus, it used the Service Center as a source for 79.2 percent of its book purchases. It received from them 7439 processed books for an average of 620 volumes per month and at an average cost of $6.17 per book. The library purchased 1496 books directly from publishers, jobbers or specialized dealers in art books. Since these books are higher priced than the regular trade items and assuming that the full amount of available books was used, the average price of these books was $8.08.

Under the present purchasing and processing policy of the Nassau Library System, libraries may purchase virtually any book material through the Service Center. Every library will find that on occasion it is necessary to acquire an item from a source other than the Service Center, but this should be the exception and not the rule. It is

suggested that the library take a hard look at its direct purchases to see if it is really necessary to purchase 20 percent of its books in this way. Direct purchasing means more work for the entire processing staff.

Non-Coordinated Orders

For current new books, libraries must submit their orders by a designated due date established for each book selection source. Each month they may also order a certain number of new books on a non-coordinated basis. Hewlett-Woodmere has a quota of 100 orders per month. For the 1973/1974 period, the library sent 563 orders to the Service Center. If the library used its quota to a larger extent, it might well find that its direct purchases could be reduced.

Cataloging Information Service

To help libraries in their processing of locally acquired books, the Service Center offers a Cataloging Information Service for the nominal fee of 25 cents per title searched. The library submits the author-title-publisher information on a prescribed form to the Cataloging Division which searches its Official Catalog and the National Union Catalog for the cataloging information; the library receives either a complete set of cards, ten unit cards or a photocopy of the National Union Catalog entry.

In the cataloging of the 1907 titles that Hewlett-Woodmere purchased from outside sources and received as gifts, the library relied upon its own cataloging staff for the cataloging and classification of these books. It requested information for only 16 titles during the 1973/74 period. The library does not have a backlog of titles waiting for processing.

Non-Book Materials

The Service Center does not offer member libraries any direct service in the processing of non-book materials. It has made an arrangement with the National Record Plan for libraries to purchase phonorecords at 40 percent discount, which is higher than libraries were receiving from other sources. Hewlett-Woodmere uses this company for the purchase of some of its recordings. The Service Center also made arrangements with Bro-Dart, Inc., a commercial processing firm, in order to have phonorecord and cassette orders cataloged and processed at a cost below that which the company normally offers libraries. Hewlett-Woodmere tried this service a couple of times, but for a number of quite valid reasons found that it was not satisfactory for their purposes.

Other Processing Services

Hewlett-Woodmere used the other System services in varying degrees. The library makes good use of BINY, an order and processing service that guarantees two day delivery of books most in demand. To make the acquisition of annuals, yearbooks and other regularly published continuations easier for member libraries, the Service Center issues a list of about 400 titles that libraries may purchase as standing orders so they automatically receive each successive edition published. Hewlett-Woodmere receives 331 volumes on this basis.

The library subscribes to one of the Doubleday book clubs through the Service Center and automatically receives each new monthly selection. The library also has used the pamphlet service to some extent; it has received 293 pamphlets with subject headings assigned on labels in the 1973/74 period.

Union Catalog

The Service Center maintains an author and title union card catalog indicating the book holdings of each of the 53 member libraries. Processed books ordered through the Service Center are automatically entered. It is the responsibility of member libraries to notify the Union Catalog of each adult non-fiction book that it acquires locally and of each book it discards or discovers missing. Since July, 1973, the Hewlett-Woodmere Public Library has sent notices for 3760 titles acquired on its own and 2968 notices of discarded books. This library probably has one of the most accurate records of its holdings in the Union Catalog.

CONCLUSION

This report contains a number of suggestions for changes in the physical set-up of the Technical Services Department at the Hewlett-Woodmere Public Library and in the procedures currently being followed to get books ready for circulation. It concurs with the recommendations of the Library Director that a consolidation of the two existing workrooms is of the utmost importance to promote a more efficient operation. It hardly needs to be stated that a merging of the operations per se would increase efficiency. But, it would be folly to plan this move without considering the recommended changes in the existing procedures. Adoption of most of the procedural changes could create a workflow that would save considerable staff time and cut drastically the amount of time books take to go through the processing operation. This report steers clear of making any recommendations in the personnel area since staffing requirements could very well be different in a workroom designed to promote the utmost efficiency.

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A COMMUNITY RELATIONS PROGRAM

The Hewlett-Woodmere Public Library enjoys a unique position by virtue of two circumstances. First, it serves a predominantly white, Jewish, professional and upper middle-class community - with a projected steady rise in the population over the age of 65. Second, it is designated as the art and music library of the county. This report, therefore, will consider the library in both of its roles - community and countywide.

Any recommendations made on the library's role as the county art and music center must be tempered with the knowledge that the growth of the Nassau County Research Library will affect the direction and depth of the Hewlett-Woodmere art and music resources for county patrons.

ONGOING PUBLIC RELATIONS PROGRAM

THE PHYSICAL SETTING

The Building

1. Exterior -- An outdoor showcase flanks the front walk to the attractive red-brick building. The grounds are pleasingly landscaped and lead to a small parking area.

2. Interior -- The service area is busy and crowded. It reflects a friendly, purposeful atmosphere. Art prints for borrowing are hung in a cramped space across from the charging desk. The community room and art gallery are located on the lower level.

COMMENT:

1. The outdoor showcase serves no real purpose. A practical replacement which should be considered is an attractive street sign indicating the name of the library in easy-to-read lettering.

2. When the community room and the gallery were originally conceived they were innovative for the times. Today, however, they no longer adequately meet the needs of a local community involved in the arts or of an arts library serving as a model for 53 other system member libraries. Redefinition of space for the lending art print collection, the community room, and the gallery deserves consideration.

   Some planning for a change in physical arrangement has already been done. Preliminary ideas for the community room seek to provide ample, theatre-

type seating, adequate acoustics and appropriate audiovisual equipment. It is envisioned that the gallery, now under lock and key because there is no direct supervision will be relocated and equipped with the latest lighting and wall hanging fixtures. For ease of browsing through the art prints corner, more space and larger, hinged panels should be provided. The plans should be reviewed, refined and executed at the earliest possible date. The renovated space should serve as a county showcase for art as well as a local area for frequent musical, theatrical and artistic presentations.

3. The library should serve as a leader in the quality and contents of its art print collection. The prints, framed in black plastic casings are of varying quality and should be reassessed in light of the wide availability of inexpensive but handsomely framed reproductions of art.

DISPLAYS, EXHIBITS, GALLERY SHOWS

There are three indoor showcases on the main level - one in the lobby, one across from the charging desk and one in the children's area - in addition to a case located in the downstairs gallery. The Director is involved in the selection of showcase material. Drawing upon rich local resources, collections such as the recent "Autograph Collector" -- an assortment of twenty significant autograph manuscripts from the pages of the nation's history -- are being presented.

A major break-through in library exhibits, the local appearance of a traveling Egyptology exhibit on loan from the Metropolitan Museum of Art, has been made possible through the diligence of the Director. This exhibit, which premiered at Hewlett-Woodmere, toured libraries in both Nassau and Suffolk counties. A second Metropolitan Museum of Art show displaying armor will tour the library circuit sometime next year.

Art shows at the library are booked well in advance (the calendar is planned through the fall of '75) by a committee of three volunteers. Generally, works by local artists are shown. Often two or three artists are represented in a group show. A written exhibit policy covers conditions such as insurance, space restrictions, publicity, equipment and signs but does not provide quidelines for show standards. The Director has appointed a new committee, which includes an art teacher, an art coordinator in the school district and a member of the previous committee, to begin work this fall on establishing standards and widening resources for future shows in the gallery.

COMMENT:

An impressive beginning - the bringing in of Metropolitan Museum of Art exhibits to suburban libraries - has strengthened Hewlett-Woodmere's image as a county art center. Subsequent exhibits, with resulting publicity and attendance, should continue to enhance this image, on both local and county levels. The contents of the exhibit cases and the art gallery shows need to demonstrate more consistent and improved standards in show selection.

1. In addition to the local residents already selected for the art committee, committee members might also be solicited from such sources as the Five

Towns Music and Art Foundation and the Office of Cultural Development in order to broaden the base of operation.

2. A concerted effort should be made to locate and invite countywide, as well as local, collectors of esoteric and rare materials to show at the library.

3. Written standards for the selection of art shows should be established immediately.

4. Shows featuring the best in contemporary art, as well as works from the past, should be sought for booking.

PROGRAMS

1. Non-library-sponsored --

   Organizations such as civic associations, ORT, Federation of Jewish Philanthropies, etc. hold meetings at the library, for which they pay a minimum fee.

2. Library-sponsored --

   a. Music programming

      The Director works with a Music Committee composed of local citizens with specialized music knowledge. This committee coordinates the planning for the monthly concert held at the library by reviewing resumes, tapes, and hearing auditions of interested musicians. In the past season, musical appearances have been made by Juilliard cellist Frederick Zlotkin, the Hofstra Quartet, the Gilbert and Sullivan Workshop and pianist Marian Hahn. Future programs include Joseph Fuchs (co-sponsored with the East Rockaway and Peninsula libraries) in September and Oscar Brand in October.

      Musical programming for patrons is not restricted to library premises. Metropolitan Opera bus tours, initiated by the Director, are popular with libraries in both counties. This summer, Hewlett-Woodmere library youngsters of the 3rd and 4th grades had the opportunity to take a musical bus trip, co-sponsored by the library and the District's Department of Community Services, to see the "Pied Piper" at the Westbury Music Fair.

   b. Other programming

      Poetry readings, off-Broadway shows, repertory company offerings and feature film offerings are becoming library staples. And if the production can't be brought to the library, bus trips are planned to places like the American Shakespeare Festival in Stratford. A fall book-and-author luncheon, jointly sponsored by Hewlett-Woodmere and the Peninsula library; educational programs from Hofstra (offered in cooperation with the District's Adult Education Department) and from Adelphi (offering an undergraduate and a graduate extension center) are other examples of the calibre of recent library programming.

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COMMENT:

In such a highly organized community, with many other ongoing cultural and educational programs, the library in its local focus should implement rather than duplicate programs, and wherever possible encourage community groups to present programs in cooperation with the library. In its county role, it should continue to demonstrate the kind of leadership and ingenuity the opera-bus programs exemplify.

1. As in the case of the Art Committee, care should be exercised to include members on the Music Committee from local and county music groups.

2. A community cultural calendar published by the library should be considered. It would help to avoid duplication of dates and events, as well as serve to inform the community of forthcoming events of cultural significance.

3. Continued cooperation with adjoining libraries such as Peninsula and East Rockaway could result in more diversified programming (due to more heterogeneous audiences), monetary savings and richer cultural offerings.

4. An increase in the number of classes should be contemplated if space at the library is adequate and community response warrants it.

5. More programs for the growing number of senior citizens should be considered.

PRINTED MATERIALS

To project a strong image of the library on the local and county level, various types of printed materials are offered.

Newsletter

Overleaf, the library newsletter, is issued in quantities of approximately 7,000 copies twelve times a year, and is widely distributed outside the library by mailings to the school district, and to such special interest groups as teachers and Friends of the Library. A new logo, quality printing and clear photographs are distinguishing features of the publication. The March issue of the newsletter carries the budget message.

Underleaf is a quarterly publication geared to young adults. It made its bow in October, 1973.

Booklists

Booklists produced by the Nassau Library System are distributed at the library.

Library Brochure

A brochure on library services, due for revision, is offered to patrons.

Bookmarks

Bookmarks on library hours, the return of overdue books, on the budget vote, etc. are not offered.

Special Promotional Items

a. For the county art and music library patrons

All of the system libraries, including Hewlett-Woodmere, have give-away brochures, "For Art and Music Lovers," prepared by the Nassau Library System, explaining the special art and music resources. All of the libraries also have, for fingertip reference, System-produced booklets such as "Art Prints," which contain listings of the special resources.

b. "Bind a Book" brochure

The Friends of the Library conducted a February campaign requesting donations of $5 or more for the rebinding of library books. A handsome "valentine" - the "Bind a Book" brochure - was received by District residents asking for help in this venture.

c. Exhibit flyers

Printed materials for gallery exhibits are provided by the artists. Upstairs showcase exhibits, from time to time, are accompanied by library-produced flyers, as in the case of the recent show, "The Autograph Collector."

COMMENT:

The new logo, used on the newsletters and the community directory, is simple but distinctive - a sketch of a family imposed on an open book - and is even carried out on oversize paper shopping bags (to hold outsize art books and records). Overleaf, besides being attractive and easy-to-read, is timely. It provides a convenient reminder of library events. It also offers the Director an opportunity - when necessary - to explain in print the reasons for new library policy, such as the installation of an electronic detection system.

1. a. In earlier years the library was successful in bringing paperbacks to pools, bars and other neighborhood gathering places. The library newsletter could be distributed to such areas, as well as to several of the organizations that took part in the survey of community groups previously mentioned.

   b. Older citizen services should be featured in the newsletter.

2. Standards should be established for printed items publicizing art shows and exhibits. They should appear on a regular basis.

3. When the library brochure is updated, the logo should be used in the design.

4. The library might consider ordering from the series of inexpensive, shared-cost bookmarks offered by NLS for give-away purposes.

5. Bookmarks should be considered as additional advertising for the art and music collections.

PUBLICITY

Good coverage is received by the library in the two local papers - South Shore Record and the Nassau Herald. Good feature stories have appeared in Newsday on the Metropolitan Museum of Art exhibit and the opera bus tours, among others. Releases are prepared by the Director when there is something of news value to report. There is a cultural mailing list for special events.

COMMENT:

The Director has a fine sense of news and timing, and the library programming is frequent and varied - both contribute to excellent publicity coverage.

1. The Pennysaver is a publicity outlet not to be overlooked. The "Bind a Book" project and other such special events could reap greater results by making use of the Pennysaver for free advertising, or through ads placed by the Friends group.

2. News releases should be sent to organization newsletters to serve a two-fold purpose:

   a. Extending information to new people;

   b. Bringing in new patrons to the library.

3. At a time when the Board and the Director feel that the art and music resources of the library should be intensively publicized, such specialists as art critic Jeanne Paris and Malcolm Preston and the music critics of both Newsday and Long Island Press should be called upon to do feature articles for county consumption.

PUBLIC RELATIONS STAFF AND BUDGET

The public relations responsibilities are handled by the library director. Formerly a contract public relations person was employed by the library. Budget for public relations purposes has risen considerably from 1973 to 1974.

COMMENT:

Public relations skills are used effectively by the Director. With the ambitious plans for increasing programs, upgrading art presentations and additional printed materials, planning for additional budget and personnel to handle the heavier work-load should be considered.

COMMUNITY/PUBLIC RELATIONS INVOLVEMENT AND POLICY

Trustees

There is no written community relations policy, nor are goals and objectives defined on paper. There is no assignment designating a Board member as a liaison person in publicity and program planning. The trustees play an active role in community affairs and organizations. An open invitation to the community to attend Board meetings is placed in each library newsletter.

COMMENT:

1. Public Relations policies, along with immediate and long-range goals and objectives, should be prepared in written form. A periodic review of these policies by the Board and the Director is suggested.

2. Board members should wear their library "hat" when involved in the community. With the library assuming a leadership role as a community cultural and informational center, the traditional low-profile is no longer valid. To achieve community acceptance of this role and to reach all segments of the community, trustees need to tell the library story on a one-to-one basis.

3. A Board member should be assigned to work with the Director on the community/public relations program (the Director serves as the liaison between Friends, Arts committee, Music committee and the trustees). Guidelines for establishing Board involvement in a community relations program follow:

   "THE LIBRARY TRUSTEE AND LIBRARY PUBLIC RELATIONS"

   "Library Trustees must:

   1. Design policies with regards to all aspects of public relations (community relations).

   2. Design specific outlines for the disbursement of funds for public relations (community relations).

   3. Insure that the library is relevant to the needs of the community.

   4. Insure that the community is aware of the importance of having a good library, and understands how their library needs are being met.

   5. "Talk" library with friends, social and occupational contacts, relatives, etc.

   6. Retain excellent diplomatic and political relations with governing authorities.

   7. Evaluate with the head librarian (director) the library's existing public relations program."

   (Taken from "Trustee's Reference Kit," LSCA Pioneer Library System In-Service Training Project - Rochester, N.Y.)

Director and Staff

The Director, still new to the community, believes the library has a strong positive image in the community. He is actively talking, meeting and planning with school administrators and community organization representatives. No organized tours are given at the library.

COMMENT:

A good beginning in cooperative planning with community organizations is evident. More involvement with more organizations should be programmed. More individuals and groups should be encouraged to visit the library.

1. The Director, trustees and staff should offer library programs by making themselves available as speakers for community organizations. A team approach - one person as speaker, the other as a resource person - has proven to be a successful combination. Make use of local celebrities, prominent citizens and Friends to promote the library story.

2. Encourage tours of the library for such groups as classes, the Five Towns Senior Center membership, etc.

Friends of the Library

Friends of the Library were organized in 1949 - in the early days of the library. As a supportive and subordinate group they have done much and are doing much to enrich the library. Several of their members have become library Board members. The president of the group usually attends Board meetings. The original aims of the Friends remain much the same today - stimulation of public support and use of the library, buying and encouraging gifts, and sponsoring programs to add to the cultural life of the community. From time to time the group suffers from a common ailment - lack of interest.

COMMENT:

Nurturing a Friends group requires involvement and direction from the Board and the Director. Friends are a necessary communications link with the community and must be engaged in real and worthwhile goals and objectives. In a library as multifaceted as Hewlett-Woodmere, Friends, an Arts committee and a Music committee can work harmoniously along parallel lines to help the library. Friends of the Library by Sarah Leslie Wallace, ed., American Library Association, 1962, offers many successful examples of working relationships between Friends and the library.

RECOMMENDATIONS

The preceding pages have outlined a number of specific and general suggestions for consideration by the Board and Director for the improvement of the library's communications line with both its local and county patrons. Communications and compatible relationships with community individuals and organizations should keep pace with the exciting and innovative programs and services.

The Board needs to set its own timetable in deciding which suggestions to act upon. Follow-through and consistency, along with a periodic review of goals and objectives for strengths, weaknesses and current validity, should maintain a strong library image consistent with its ambitious plans of service.

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CONCLUSIONS AND RECOMMENDATIONS

A rapid review of the facts will show that the Hewlett-Woodmere Public Library surpasses the Nassau County average per capita support level by some $10.72, maintains a collection that is 36,048 volumes above the recommended standards, employs a staff that is 22 members above the recommendation of one per 2,000 population, and is housed in a building that has 11,113 sq. ft. more than the standard of .7 sq. ft. per capita. And yet in the midst of this apparent limitless abundance it is not difficult to locate problems such as a phonodisc collection that requires extensive replacement and more budgetary commitment, a juvenile collection in extremely poor condition, an adult fiction collection below standard, numerous pieces of audiovisual equipment in poor repair and needing overhaul or replacement, enormous staffing problems resulting in periods of no coverage or clerk coverage of the children's and young adult areas, over-specialization in programming to such an extent that the average man-on-the-street may not find the library keyed to his needs, a building arranged so that reader space and seating is at a premium, etc. During the course of this study, many of the problem areas have been dealt with and conclusions reached, in other areas though the facts and data are too sketchy for valid conclusions. In all cases however, the problem areas have been identified so that the local library can begin to accumulate the needed statistics to assist with plotting a future course.

MAJOR RECOMMENDATIONS

1. DECLARE A MORATORIUM ON MAJOR REMODELING CHANGES

Change just for the sake of change is not always the most desirable route. Judging only from oral descriptions of the plans for renovation, since the preliminary drawings for these plans were not made available, the proposed changes may not solve the major problems of staff workspace shortages, reader seating space shortages, or shelving space shortages. For these, and other reasons that will be explained in later recommendations, it seems unwise to continue to pursue the suggested structural alterations at this time.

2. DEVELOP A PHILOSOPHY OF SERVICE

Over a period of years, a philosophy of service has evolved at Hewlett-Woodmere that stresses specialty services in the field of art and music, often to the detriment of the more traditional service roles of a public library such as Children's Services. Now it has become essential that the Board, library staff, and possibly some community members representing a cross-section of interests make some long-range planning goals for the library's future that will concentrate on service to a broader spectrum of the population with specialty fields receiving much less priority. These planners must come to grips with the problem of arranging priorities so that taxpayer return on dollars invested exceeds the present pattern. All indications

point out that the specialized music score collection has literally outgrown the capability of the Hewlett-Woodmere Public Library to adequately house, staff, service and provide specialty programming to further stimulate usage of the collection. To seek a broader base of support for the collection, consideration should be given to transferring a portion, if not the bulk, of the materials to another institution - possibly the Nassau County Research Library or Hofstra University. A decision on the art collection may be forestalled temporarily since staff is available to continue the development in this area. Again though, intensive specialty development here will only serve to further warp the total collection. Certainly, planners must anticipate the day when contract funds for fostering the specialties are no longer available.

The goals study committee should be aware of the need to attract and serve more of the elderly population in the District; more male patrons; many more handicapped, blind and homebound, etc. In other words a philosophy of service should be broad-based to reach the maximum number of people in the community. Without such a clear cut philosophy of service, no building changes are justifiable because the building layout should facilitate the stated function of the institution.

3. RE-ESTABLISH THE POSITION OF ASSISTANT DIRECTOR

During the past spring the position of Assistant Director was dropped from the civil service list. However, with the Director's job requiring many hours of community contact, programming selection time, public relations activities, membership in community groups, planning time, etc., this aide position is essential to the workability of the organizational chart. The Assistant Director's position should call for handling the day-to-day routine affairs of the library, staffing and scheduling arrangements, responsibility for the total operation in the absence of the Director, as well as coordination of the accumulation of data to help in the process of establishing a philosophy of service. Such facts as: the number of reference requests submitted by phone or in person, the peak hours of reference requests, an accurate count of program attendance, some cost analysis studies of present programming, a study of the number of special requests in the fields of art and music, etc., are necessary components in arriving at a decision about future direction. Once the position is again part of the staff structure, the Director will have more time to devote to development of a broader based program of service.

4. INSTITUTE PROCEDURAL CHANGES IN TECHNICAL SERVICES

Chapter VI describes in detail the numerous procedures that are now followed to prepare an already processed volume (processed by the Nassau Library System) for the shelf. If these recommendations for restricting and streamlining procedures are followed, many staff hours can be saved for utilization elsewhere.

5. INSTALL CLOSED CIRCUIT TV

As several varieties of closed circuit TV cameras and monitor screens are readily available at rather inexpensive rates, the staff should consider installation of the units in the lower level stack area and the art gallery and possibly the hallway which provides access to the public rest rooms, art gallery, and assembly room. The monitor units should be at the main level circulation desk. A public address

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system would add to the convenience of the arrangement by providing two-way communication between the levels. This arrangement would increase the utility of the art gallery, aid in reducing the present staff schedule in the reference area, and allow planners adequate time in which to properly assess the direction that building renovation should follow.

6. CONCENTRATE ON COLLECTION DEVELOPMENT

Each section of Chapter V describes in some detail the materials collection needs in various areas, e.g. children's, young adult, audiovisual, so the suggestions need not be repeated here except to give some indication about priorities. Definitely, the juvenile collection is in the most chronic need of attention - not only weeding, but replacement and general selection assistance is required. Next would be the need to weed and proceed with the planning underway in the Young Adult Department. Certainly, the damage and other replacement needs in the phonodisc collection must be considered too. The analysis of the film collection must also be carried forward as soon as feasible. In addition, an upgraded status for purchase of adult fiction volumes deserves consideration so that the Hewlett-Woodmere facility meets standards in all aspects of its collection.

No sizeable budgetary reallocations should go into collection development however, until the discard rate is substantially increased or there simply will not be space for the additions. A stepped up weeding policy should also precede any final decisions about facility restructure so that an oversize collection is not forcing inaccurate decision making. Just to clarify the term "stepped up weeding," it has been estimated that 50% of the Juvenile volumes could be discarded with no loss to the overall collection. The same figure may have some validity in the Young Adult and Adult fiction sections - a closer analysis of discard practices is indicated in any event.

7. RE-ESTABLISH THE PUBLIC RELATIONS STAFF POSITION

The publication of two newsletters - Overleaf and Underleaf, the creation of flyers and brochures, an extensive program of news releases, coordination of handbills and programs for each library-sponsored event, etc. all signal the need for a staff position to consolidate the production end of public relations/printing. This position should make possible book lists, news items in PTA and other organizational newsletters, program announcements on school menus, etc. that are not now possible with little staff time for production of copy in any form.

8. EXPAND THE OUTREACH PROGRAM AND ADD DIVERSIFICATION TO PROGRAMMING

Considering the indications for increasing numbers of elderly in District #14, first efforts at outreach should involve programs designed for Senior Citizens in centers and homes, those homebound and handicapped, as well as the more active Seniors involved in RSVP groups, etc. Emphasis should be placed on patron participation - whether at the planning level or at the discussion/creation level

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during actual programs - so that less passive participation is possible. Hewlett-Woodmere seems ideally suited as a site for duplication of the Live-Long-and-Like-It Library Club that is well documented in library literature. Programs for children of aging and senile parents also appear needed - topics could stress such subjects as the re-orientation therapy now widely practiced, or health care facility evaluation checklists, etc.

The liberal calculation made in Chapter V that 7% of the potential Talking Book patrons are being served in District #14 should alert staff to the need to intensify efforts to locate and communicate service possibilities to the blind or physically handicapped who require special aids to read normal size print.

Hewlett-Woodmere's present programming fare is commendable and outstanding among public libraries but needs to include offerings of interest to patrons beyond programs related only to art and music. A year round programming schedule of book discussion groups, storytelling for older children, regularly scheduled films, etc. would add balance to the Juvenile offerings and avoid the momentary impact that results from only one or two spectacular and expensive activities throughout a year's span. Adult activities also need variety - perhaps "Books Sandwiched In," or exotic cookery, or program planning guidance for groups, etc. The topics are limitless and should appeal to a variety of educational and economic interests. Of course, additional program planning time and allowance for attendance are necessary ingredients to extending activities.

9. CREATE A SECOND CHILDREN'S LIBRARIAN POSITION

The need for extensive collection development work in the Juvenile area, the suggestion that programming activites be expanded in the Children's area, plus an apparent need for fuller staff coverage during most periods of the day all indicate a real mandate for another librarian to assist with Juvenile activities.

10. REASSIGN CLERICAL STAFF TO SERVICE DEPARTMENTS

As clerical staff members become available for other assignments with the change in Technical Service procedures, they should be assigned to full-time duties in either the Reference or Juvenile Departments. There is a definite need for staff back-up in both areas for typing, checking order slips, assembling information files with professional instruction, etc. The Reference Department should experiment with using trained clerical assistance to filter questions both at the public service desk as information aids and at the telephone receiving Ready Reference questions for transfer to professionals. In-service training would be a must for either duty but the assistance could help relieve staff shortages and relieve the need for combing other departments for desk personnel.

11. UPDATE THE BYLAWS

The guidance or structure for the Board and its operation are found in the Bylaws and consequently this document becomes one of the most important in the library. Information in the present Bylaws should be updated, the Bylaws revised if necessary to reflect current practices and operations, and re-issued with the date of issuance on the document itself.

12. UPDATE THE BOOK SELECTION AND OTHER POLICY STATEMENTS

Revision of the present all-inclusive Book Selection policy should follow the master plan guidelines or philosophy of service arrived at by planners. It should also reflect trends that have changed materials emphasis within the past 8 to 10 years including the diverse audiovisual materials now being collected. Other policy statements - particularly the meeting room policy - should also be updated. Revisers should consider the possibility of fewer charges for use of the facilities during hours when custodial personnel are already on duty. Of course, additional overtime for later hours or weekend work does necessitate fee collection.

13. RECOMMENDATIONS FOR GREATER STAFF AND PATRON CONVENIENCE

a. Replace Parking Lot Directional Sign

Since entry to the library parking lot is through the school personnel lot, the sign on Broadway is rather unclear about which entrance to use. It has also been defaced with paint and requires replacement so that newcomers are alerted to the fact that the school lot is the correct entrance but that the school spaces are off-limit until after school hours.

b. Install Lighted Sign on Broadway

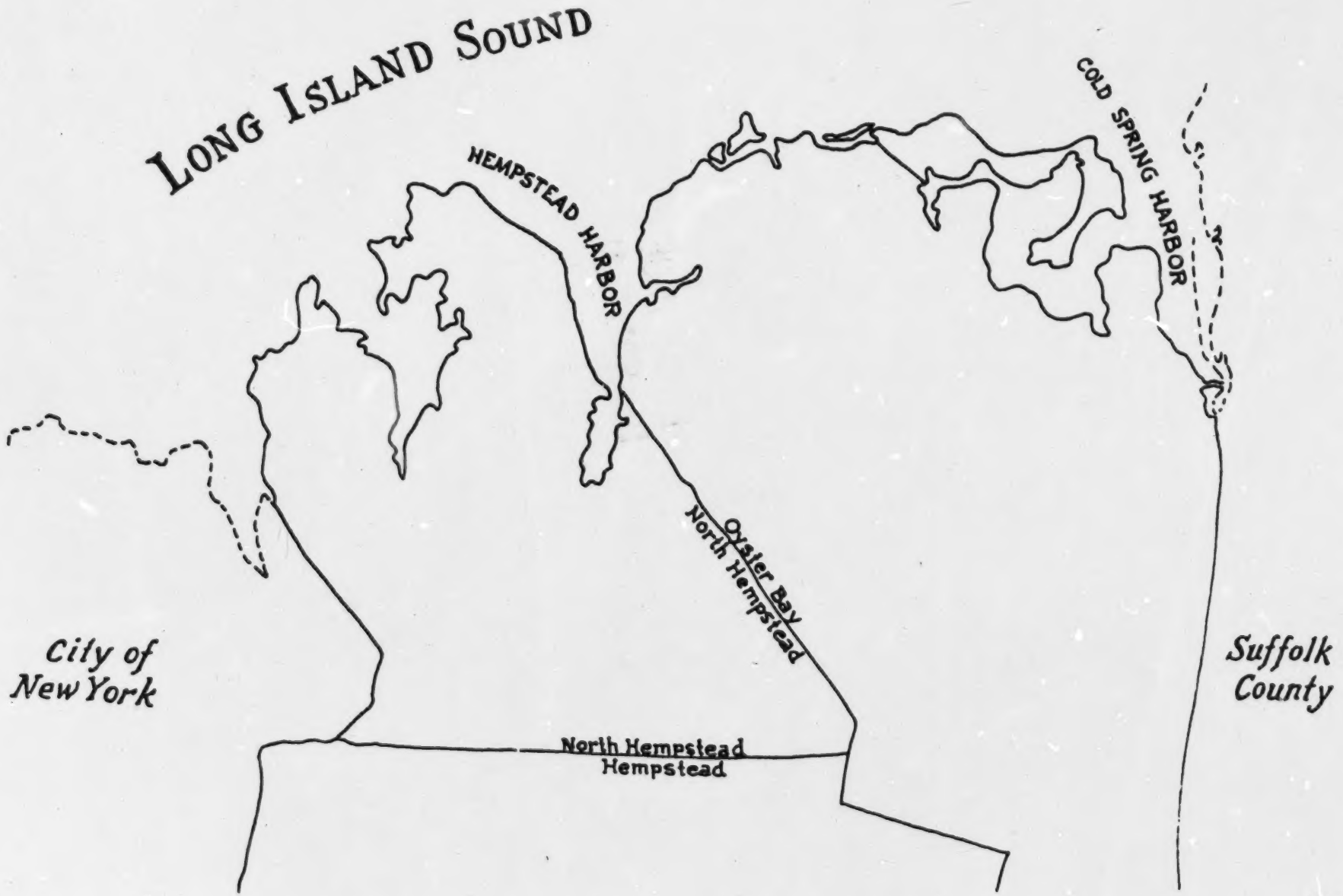
A lighted sign that would be easily seen by passing motorists and allow space for the listing of upcoming programs should be erected.

c. Investigate Leasing Parking Space From Trinity Episcopal Church

Although the parking lot is behind the church, it would offer the possibility of additional spaces for staff and patrons. The leasing of 5 to 7 spaces could help relieve the parking lot congestion considerably.

d. Experiment With Open Rather Than Locked Staff Areas

The man hours wasted gaining access to workroom areas is considerable. A trial period of simply placing signs on key doors such as the Reference workroom door and the lower level hallway door to the staff lounge should be undertaken. If vandalism is a real problem, even locked doors are no true deterrent.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HEMPSTEAD HARBOR
COLD SPRING HARBOR
Oyster Bay
North Hempstead
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NASSAU COUNTY

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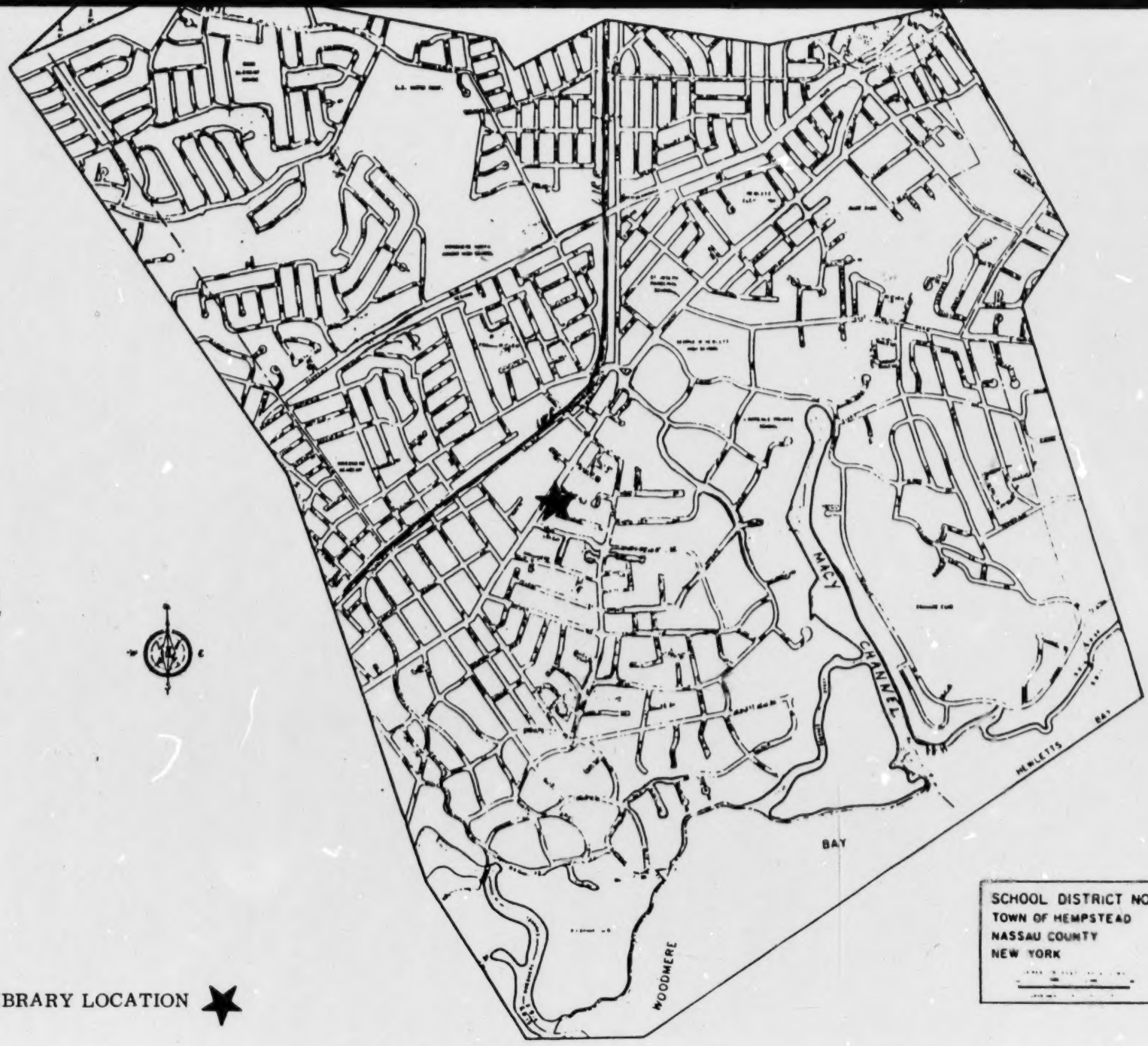

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HEWLETT-WOODMERE PUBLIC LIBRARY

BIBLIOGRAPHY

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Please return by June 11th to the Hewlett-Woodmere Public Library
Mr. William Menear, Director
1125 Broadway
Hewlett, N. Y. 11557

The Hewlett-Woodmere Library would like to evaluate its services in relation to the needs of the organizations in this community as part of a larger survey of its total service program. Will you please take a few minutes to complete this questionnaire?

Name of Organization, Agency, School, Church, etc.

_____

Address _____

In which of the following would you classify your group?

____ Business
____ Cultural
____ Educational
____ Fraternal
____ Governmental
____ Health (Physical)
____ Health (Mental)
____ Inter-group
____ Labor
____ Political
____ Professional
____ Recreational
____ Religious
____ Senior Citizen
____ Service
____ Social
____ Veterans
____ Vocational
____ Welfare
____ Other (specify)

What age groups do you serve?

____ Children (pre-school)
____ Children (school to 13)
____ Young Adult (13 to 19)
____ Adult (20 to 60)
____ Adult (over 60)

Please check (✓) those services you now receive from the library and star (*) those services you would like to receive.

____ Collection of books and pamphlets on deposit
____ Materials for the handicapped
____ Reference Service
____ Reading lists for general distribution
____ Specialized reading lists
____ Exhibits of books and pamphlets
____ Talking book service
____ Film lending service
____ Filmstrip lending services
____ Cassette lending service
____ Opportunity to preview films
____ Loan of recordings (music and spoken)
____ Program Help
____ List of speakers
____ Book or film discussions
____ Use of meeting room
____ Other (specify)
____ No service

Please add any comments you wish.

_____
Name of Person answering questionnaire

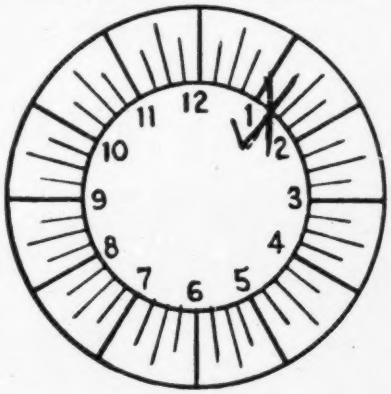
BEST COPY AVAILABLE

INSTRUCTIONS FOR BUILDING USAGE SURVEY

You must station a person at a small table at the entrance for the entire time the library is open on the three chosen days. That person is to mark the time of arrival of each patron with a red pen or pencil, give the patron a ticket, and ask him to return the ticket when he leaves the building. Library employees and delivery men are exempt. But small children who come with an adult should receive tickets. If a person uses the library twice within the same day, he is to be given a ticket for each visit. If he comes every day of the study, he gets three tickets.

Each ticket is stamped with the face of a clock which is divided into 15-minute segments. It is not imperative that you record the exact moment a person enters and leaves. Just note in which of the 15-minute intervals he arrived and departed. You indicate this by drawing a line between the appropriate segments. For example, if a person entered at 7:50, put a line between 7:45 and 8:00. When he leaves at 8:30, draw a line between the 8:30 and 8:45 mark.

Building Usage Survey
User Ticket



CHECK:

☐ Student (Grade)
☐ Non-student

What is your occupation?

_____

☐ Male ☐ Female

Did you find the library materials or information you wanted?

☐ Yes ☐ No ☐ Partially

For those persons who arrive and leave within the same 15-minute interval, draw an X through that segment. See the illustration above at 1:00 and 1:15.

The tickets are to be collected from everyone exiting and the time noted. If a person has mislaid his ticket, ask if he remembers what time he arrived. Take another ticket, and record the estimated arrival and departure time. If he cannot remember, note the departure time, and write D beside the time.

For those persons who may refuse tickets, we recommend that the monitor fill out the ticket and write a brief description of the person such as "old lady with shopping bag." Hold the ticket until the person leaves. At that time the departure is recorded.

At the end of the day, group all the tickets used together with a rubber band. Place a ticket identification card on top of each pile.

Ticket Identification Card

Date _____

Usage Day _(light, medium or heavy)_

Hours Open _____A.M. to _____P.M.

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INSTRUCTIONS FOR CIRCULATION DISTRIBUTION STUDY

Circulation Distribution

On the same three days representing heavy, medium and light usage, give copies of the white Circulation Distribution Form to attendants at the main charging desk before the library opens. Also supply the charging desks with the accompanying instruction sheet.

Some libraries charge books, records or films from individual departments bypassing the main circulation desk. If your library follows such a procedure, give copies of the green Circulation Distribution Forms to each department which charges materials for use outside the building. Also give each of these departments the accompanying instruction sheet. Check to make sure that the instructions are being followed and collect these forms at the end of each day.

Instructions for Circulation Distribution Form

Place this form next to your charging machine. Mark / through the appropriate number on the form which corresponds with the number of items checked out by each patron. For example, patron 2 checks out six items. Put a line through like: ⅁. Each patron will account for one line. If two persons appear to borrow on the same card -- a mother checking out adult and easy reader books -- count this as a single charge. When in doubt, consider each card or transaction as one patron.

For those persons who borrow more than 11 items, write the total number of items in the last column. It is not necessary to distinguish between books and other library materials.

Count renewals as new circulations, but do not count inter-library loans or films borrowed from a film circuit on these sheets.

Stop when you reach the last patron number on the form, or when you have tallied all circulations for a day.

Name of Library _____ E - 2

Department _____

CIRCULATION DISTRIBUTION FORM

CIRCLE USAGE DAY... light, medium or heavy Date _____

Patron	Number of Items Borrowed										
1	1	2	3	4	5	6	7	8	9	10	11+
2	1	2	3	4	5	6	7	8	9	10	11+
3	1	2	3	4	5	6	7	8	9	10	11+
4	1	2	3	4	5	6	7	8	9	10	11+
5	1	2	3	4	5	6	7	8	9	10	11+
6	1	2	3	4	5	6	7	8	9	10	11+
7	1	2	3	4	5	6	7	8	9	10	11+
8	1	2	3	4	5	6	7	8	9	10	11+
9	1	2	3	4	5	6	7	8	9	10	11+
10	1	2	3	4	5	6	7	8	9	10	11+
11	1	2	3	4	5	6	7	8	9	10	11+
12	1	2	3	4	5	6	7	8	9	10	11+
13	1	2	3	4	5	6	7	8	9	10	11+
14	1	2	3	4	5	6	7	8	9	10	11+
15	1	2	3	4	5	6	7	8	9	10	11+
16	1	2	3	4	5	6	7	8	9	10	11+
17	1	2	3	4	5	6	7	8	9	10	11+
18	1	2	3	4	5	6	7	8	9	10	11+
19	1	2	3	4	5	6	7	8	9	10	11+
20	1	2	3	4	5	6	7	8	9	10	11+
21	1	2	3	4	5	6	7	8	9	10	11+
22	1	2	3	4	5	6	7	8	9	10	11+
23	1	2	3	4	5	6	7	8	9	10	11+
24	1	2	3	4	5	6	7	8	9	10	11+